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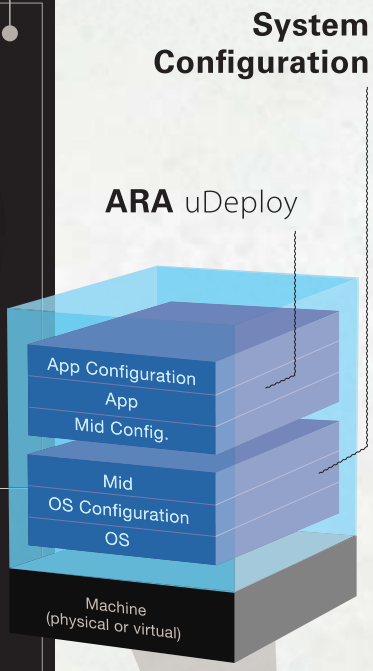

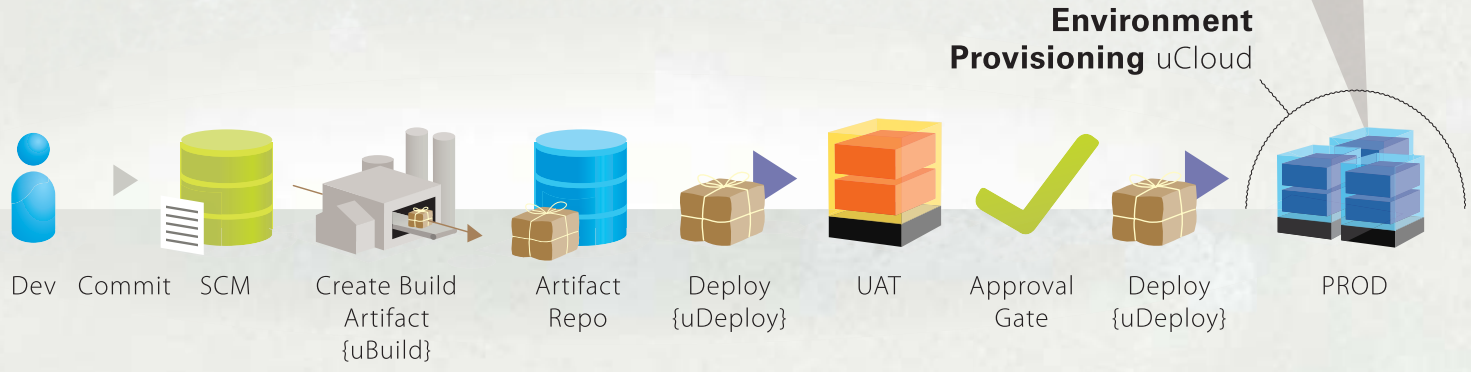

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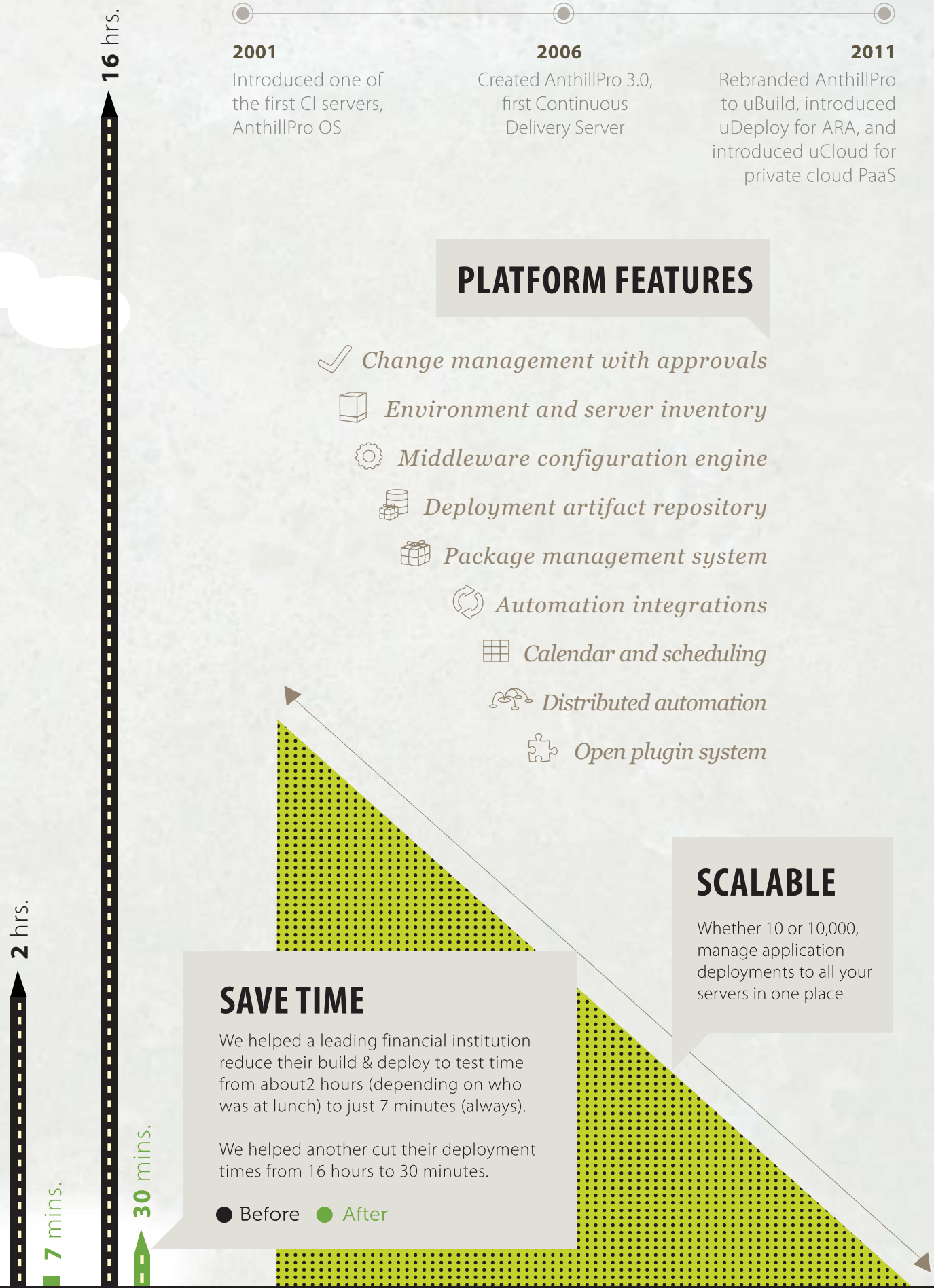

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FROM THE EDITORS

Of course we have predictions

BlackBerry will be toast. Android will spork. Amazon will rule the cloud. Agile will be hybrid. And OSGi will remain obscure.

Those are a few of the SD Times editorial predictions for 2012. Let's look at the full list.

• Microsoft will buy a phone manufacturer, perhaps Nokia, in its battle to take market share away from Apple's iPhone and the newly Motorola-enhanced Google. Third-party phone makers, like HTC and Samsung, will continue to focus on Android.

• Microsoft will back off from the Metro UI in Windows 8 in the face of poor reviews and a lack of big-customer enthusiasm. Windows 8 will still focus on touch, but will look more like Windows 7.

• RIM will become marginalized as a niche player targeting specific vertical industries and international markets. Don't worry, if things get sufficiently bad for RIM, Hewlett-Packard will buy it.

• Apple will survive the loss of its iconic leader, Steve Jobs, and will branch out into new markets, like television. Mac OS X will come to resemble iOS, which will annoy existing customers but delight new ones.

• Another million words will be written about the Cloud, but adoption will not change significantly. Amazon will still dominate the public cloud, and will make strong headway into the private cloud.

• Hewlett-Packard will end 2012 in continued disarray, and despite making high-profile acquisitions, will still lack a coherent software strategy.

• Despite Google's best efforts, Android will continue to fragment into myriad "sporks"—hardware-specific forks that confuse consumers and developers.

• At the Eclipse Foundation, the Orion tools-integration project will gain a quiet following. However, OSGi will continue to labor in obscurity.

• For agile developers, this will be a year of customization and hybrid methodologies; Scrum and lean/Kanban will push out most other alternatives.

• Tablets will continue replacing laptops, especially for those who already have desktop PCs. And the general-purpose tablet of choice in the enterprise will remain the iPad.

• Oracle and Google will settle their lawsuits about Android, but Apple will continue to sue every Android device maker on the planet. Meanwhile, Oracle will continue demonstrating that it's a much better steward of Java than Sun ever was.

• Single sign-on will finally become a reality for most consumers—and for many businesses—using Facebook, Twitter or Google. Enterprises will find a way to support this for their employees.

• Despite Google with its Wallet system and near-field communications, the Internet will not converge on a leader or standard for e-payment systems.

• While many tech publications, like eWeek, continue to euphemistically "move to the Web," one major magazine will demonstrate that print is *not* dead: SD Times. ▮

Thinking outside the mouse

With a gesture, corporate computing is escaping the tyranny of the mouse—and it's about time.

Mice took over the enterprise with Windows NT 4 and Windows 95. Before the mid-1990s, nearly all corporate workers sat in front of a text-based interface, with input from a keyboard and output using a CRT. While there were a few alternative devices, such as Macintosh computers in the graphics department using a mouse or a digitizing tablet, those were rare.

Mainframe and minicomputers ushered in the keyboard-driven era; CP/M and DOS-based PCs put the keyboard on every desk. But for at least 15 years, the mouse has dominated the WIMP user interface. We now have windows, icons, menus and pointing devices everywhere.

Times are changing, and as computer scientists, we should welcome and embrace this change.

Touch was truly the first to break free of the mouse, and it unlocked mobile devices in ways far beyond what the Palm's stylus could do. Touch is a major factor in the success of smartphones like the iPhone, and tablets like the iPad and Xoom. While those touch-based platforms certainly have icons, those devices have largely done away with overlapping windows and drop-down menus.

Touch is more than mobile; we are seeing it migrate to the business desktop, initially using Windows Vista and Windows 7 on devices like the popular TouchSmart PC family from Hewlett-Packard. Touch will become ubiquitous—and may lose the WIMP user experience—on a much wider array of hardware. The flagship for desktop touch will be the forthcoming Windows 8 and the Metro interface.

What next? Gesture. Game platforms like Nintendo's Wii and Microsoft's Xbox with Kinect have demonstrated that a three-dimensional space offers an even more robust user experience than even the touchscreen.

Of course, while we don't expect CEOs to call up budget projections by waving their arms anytime soon, we can imagine a Minority Report-like experience in the not-too-distance future, along with more robust voice control and three-dimensional displays that don't need special goggles. Add those to our list of predictions, though not for 2012. ▮

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FEEDBACK

Point/counterpoint over functional programming

In the December 2011 issue, in response to Larry O'Brien's column ("Here comes functional programming," November 2011, p. 69), reader Dev declared that there was no functional programming bandwagon. "For more than 50 years, mainstream programmers always prefer a non-functional language. If you have tried to write non-academic programs in a functional language, you'll know why they present all kinds of hassles when dealing with simple things like files and file systems," he said.

Another reader, Mark, added this:

"The 21st century's signature contribution to mainstream programming: unit testing." What? Unit testing has been around forever (or at least for the 40 years I have been in the business).

Larry responds to Dev: It seems to me that there *is* a functional programming (FP) bandwagon: The influence in the .NET world is clear, with LINQ being a prime driver of the evolution of the .NET languages. In the Java world, I feel that there is industry motion toward Scala as the best "next Java."

As to whether FP is "superior" to object-oriented programming when it comes to mainstream enterprise development, or only excels in the algorithmic realms, I think that's a *huge* debate that the industry needs to have. My old construction was, "Lisp has been touted in academia for 40 years, and *everyone* abandons it when they move into industry. Maybe that has some significance?"

But as I've tried to say in these two columns, it seems to me that "FP approaches" (state externalized into parameters, functional rather than structural composition, etc.) have become more commonplace for totally pragmatic reasons. I think that has "primed the pump" as it were, and I think that FP (an old concept) is about to be discovered anew, and everyone's going to shout "Silver bullet! Silver bullet!" Regrettably, I anticipate that if some of us with gray hair say, "Well, you know, it's fine, but it's not magic..." we're going to be dismissed as "not getting it."

...and to Mark: Yes, unit-testing has been "around" forever, but it has only become a mainstream development practice in the 2000s. In the 1990s or before, I would be surprised and happy to find a test suite embedded in a source-code tar ball (especially a *unit* test suite). Today, I would be surprised to check out a new codebase and *not* find such a suite. The shift in expectations about testing and quality is, to me, the "signature" shift in the programming zeitgeist in the 2000s.

The wrong side of John McCarthy

I was stunned to read the John McCarthy tribute in SD Times (December 2011, p. 36) and not see his foundational contributions to functional programming, Lisp, and artificial intelligence (he invented this phrase!) mentioned at all! His book "LISP 1.5 Programmer's Manual" is a classic in computer science and is still very relevant today, especially as functional programming is undergoing yet another revival in languages like Scala and Clojure.

The title should have been "Father of Lisp and AI," but instead the tribute appeared to be hijacked for the purpose of highlighting the author's public key cryptography invention. It's mildly disturbing that we are forgetting our history, short as it is, and you owe it to yourself to investigate the subject of John McCarthy's lecture when he received the 1971 ACM Turing Award. I'm shocked that your editors could have let this be published, and I think you owe your readers a true memorial to John McCarthy.

Peter Schow, United States

What kind of Scrum?

(Re: "Agile processes adopted widely; Scrum leads the way," December 2011, p. 20), many of the organizations I visit use "Scrum" as the catchall term for any Agile practices or approaches they've adopted. It usually means most (though not always all) of the 3-4-3 Scrum roles-meetings-artifacts, plus 10-90% unit test coverage and TDD, continuous integration, and other XP engineering practices, plus a variety of other practices to fit, e.g. ATDD, DDD, lean for managers, etc. I don't think you can draw the conclusion from survey responses about methods in use at all, particularly if you don't include an option of an agile "blended, home-grown" approach.

Diana Larsen, United States

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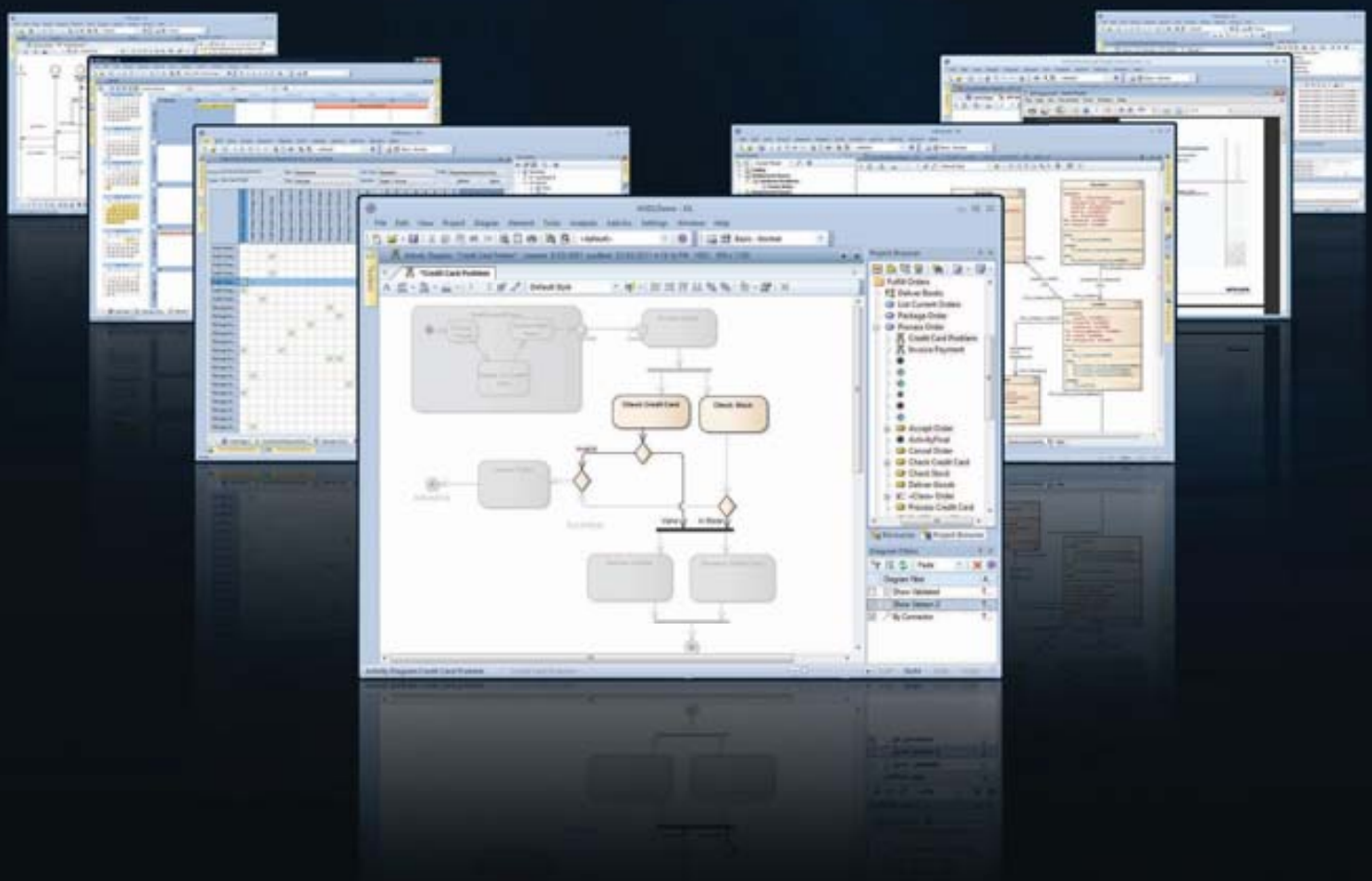

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Developers are sticking with RIM

BlackBerry's reach and Connect keep it relevant despite gloom

BY VICTORIA REITANO

Despite the fact that RIM is foundering in the blogosphere and on the stock market, developers are staying with the BlackBerry platform. Many join for the open and tightly integrated software/hardware connection, for the large international market share, and for the ability to work closely with RIM to create products and OS updates. But even this, according to analysts, may not be enough to keep RIM's products and OS in the smartphone race.

Ian Murphy, analyst at Creative Intellect Consulting UK, said that RIM has several issues to overcome before it can even think about reclaiming its status as a leading player in the market.

"RIM doesn't know how to run an app store. They are trying to get into the game and hook the youth market. The introduction of the QNX OS on the PlayBook has created confusion and has done RIM a disservice. The BBM integration came late and won't change RIM's place," Murphy said.

Developers, despite Murphy's predictions, are creating and updating applications for RIM's devices. According to Alec Saunders, vice president of developer relations at RIM, there are approximately 46,000 applications in App World, the RIM BlackBerry application store, 200 of which utilize the BBM connect feature. BBM Connect, according to some developers, is a large download driver.

BBM Connect allows developers to plug BBM messaging capabilities into their application for a quick chat function, and it allows end users to share any application using BBM Connect through chatting on their devices.

RIM's developer retinue

ScoreMobile, creator of applications that cater to professional and college sports, credits the popularity of its SportsMobile FC product with BBM Connect. And Foursquare, the creator of the location-based check-in service, also credits the spike in downloads of its BlackBerry product to the Connect integration.

"BlackBerry is very much a big part of our usage; we just hired another BlackBerry developer," said Pete Nofelt, lead BlackBerry developer at Foursquare.

"[RIM's devices] offer a large user base of varying demographics. Lawyers, people in the financial industry, teenagers and those interested in BBM all use the devices."

While Foursquare does not release specific data about usage on individual mobile platforms, Nofelt confirmed that the amount of users on the BlackBerry platform is "very much on par with the iOS and Android" platforms.

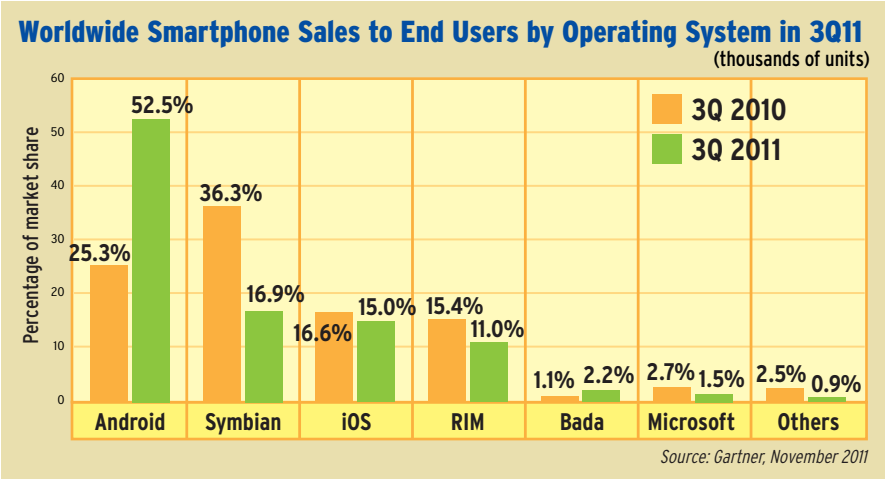
For Foursquare, he said, the integrations with the BlackBerry hardware native functions are key. Users can easily pick a contact, create an e-mail and send it directly in the application, he said, adding that users can also share their location as their BBM status, which is where BBM Connect helped the company.

"We had over 200,000 downloads [of BBM Connect] in one day, it really blew us away," Nofelt said. The 200,000 included new and existing users, which broke past records, he said.

BBM Connect also helps developers with a product that is built on user-generated content. Poynt, a local search platform application, said its BlackBerry user base is the second largest out of the total community of 11.5 million. Andrew Osis, CEO of Poynt, said iOS has the third-largest user base, with Android at the top of the pack.

He said that Poynt has always been on BlackBerry because when it was created in 2008, it had the largest user base. Poynt operates in nine countries and provides reviews, offers and location information to end users with the help of partners and user-generated content.

Osis said Poynt is, at the end of the day, simply interested in reaching users. "The more the merrier," he said.



Will they come?

But will there be users to reach as RIM marches into 2012?

Carolina Milanesi, research vice president at Gartner, said RIM will not go away overnight, but that there may be a time when the company's success in other markets won't be enough to make it a relevant player.

The market share decrease, reported by Gartner in November for the third quarter, reflects the pressure RIM is under, according to Milanesi. Gartner's study of the worldwide smartphone market revealed that in the third quarter of 2011, Android doubled its presence from last year from 25.3% to 52.5%. Apple

decreased slightly from 16.6% in 2010 to 15.0% in 2011, and RIM decreased from 15.4% in 2010 to 11.0% in 2011.

Milanesi said RIM needs to look outside of its core market—people who have embraced BBM, teenagers, and those who need e-mail efficiently and at low cost—and reach out to others.

"RIM is being attacked in the enterprise space because enterprises are starting to feel that Apple's iOS platform offers good enough e-mail and security," she said, adding that in sectors where the IT department is looking for added iOS security, they will simply add a third-party product.

Despite Milanesi's prediction, Mark Montgomery, senior manager at ScoreMobile, believed that there will always be users for SportsMobile FC on RIM's platforms because of its popularity in Latin America.

ScoreMobile's usage is, in the United States, primarily a "strong mix of Android and iOS." Montgomery added that ScoreMobile's applications are different for each operating system, and the level of integrations also differs. Echoing Nofelt, he said RIM's operating systems and devices are key to ScoreMobile's continued success.

"We work directly with RIM in developing native features, and we can work with them to learn how to best use the tools available," Montgomery said.

Montgomery, Nofelt and Osis said their teams are interested in developing for the PlayBook and are deciding how it fits into their overall application strategy. Milanesi said this is an excellent opportunity for RIM to take the edge over Windows Phone in the tablet market, particularly if RIM switches to the QNX platform before Windows 8 is released.

"The OS evolution has to be done quickly. Corporations are interested in tablets, but they will look to Windows if the PlayBook isn't fixed," Milanesi said, adding that enterprises will be interested in any Windows offering for tablets because of the integration it offers, the hardware and software vendors it shares, seamless integration with existing offerings, and an easy-to-use system with which end users in the organization are already familiar. ▮

CollabNet brings Git into the enterprise

BY DAVID RUBINSTEIN

CollabNet is intent upon making Git an enterprise-grade solution for source-code management, and is making it happen with two December rollouts.

"We've always embraced a variety of tools," said Chris Clarke, CollabNet's vice president for product management. "ALM 2.0+ embraces strategies that support increased fracturing and increased heterogeneous sets of tools. But with heterogeneity, you lose visibility and governance."

CollabNet brings Git to the enterprise in two ways. The first is via Connect, which is built on top of the company's TeamForge ALM platform and can be implemented either on-premise or in the cloud. The second is through Codesion, the cloud development platform that will host Git.

Meanwhile, the Connect integration framework marks CollabNet's move into the ALM integration space, along with HP and other companies that want to provide developers with the option to continue to work in the tools they're familiar with.

Connect comes in two options: a federation option that essentially provides adapters and hooks into wherever an application resides without the need to move data; and a synchronization option that is event-based and enables data mapping and transformation, according to Clarke.

Among the features of the framework is the ability to extend workflows across a user's tool set, he said. "The platform maintains an event handler, and any action generates an event, and the platform can hook into that event" for analysis and management, he explained.

Aside from Git and JIRA, Connect comes with out-of-the-box integrations for HP Quality Center and Hudson, among others. Connect is available now through TeamForge 6.1.1. ▮

Oracle releases WebLogic Server 12c

BY ALEX HANDY

Oracle in December announced the availability of WebLogic Server 12c. This enterprise Java application server used to be the flagship of BEA Systems, but since WebLogic's acquisition by Oracle in 2008, the app server has become the centerpiece of Oracle's Middleware plays. This new version is focused on cloud-like deployments.

Mike Lehmann, senior director for product management at Oracle, said that WebLogic Server is an important pillar of Oracle's entire cloud strategy. "We're building a standards-based portable cloud infrastructure that works in your data center, is optimized for our engineered systems like Exalogic, and is the underlying infrastructure behind the Oracle Public Cloud," he said.

Chief among the new features, said Lehmann, is the new Oracle Traffic Director. It allows developers and administrators to balance the flow of internal packets from the database, the message queue, or anywhere else in the stack, and ensure that those packets are evenly distributed across a WebLogic Server cluster.

The Oracle Traffic Director is also tied into Intel's chipsets so that the system can offload cryptography duties to the CPU, said Lehmann.

Another addition is the new Virtual Assembly Builder for rapid system provisioning and configuration. This gives developers and administrators more coarse-grain control over virtual machines.

For developers, perhaps the most obvious change is a newer, lighter-weight version of WebLogic. This developer edition can be downloaded from the Oracle Technology Network, and weighs in at just 168MB, zipped.

Lehmann said that the small size is to make it easier for developers to get started on their desktops. ▮

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Richard Clarke talks cyber crime

Hackers, spies and saboteurs are driven by four motivations

BY ALYSON BEHR

Software developers will play a greater role in ensuring enterprise security in 2012. Enterprise IT departments are no longer the only folks on the hook for locking down corporate networks.

Richard Clarke, former chief counter-terrorism advisor to the president and author of the book "Cyber War," said that the threat landscape is changing. The actors are varied in their trade and more innovative. He pointed out that criminals are becoming very talented at breaching networks through Web and third-party applications. The advent of the cloud and its inherent multiple environments can leave backdoors unintentionally open, making them even more enticing.

This means that software development managers must begin testing their applications as thoroughly as IT tests its security infrastructure. These changes, along with the ramifications of impending government legislation, will significantly affect how developers look at application testing.

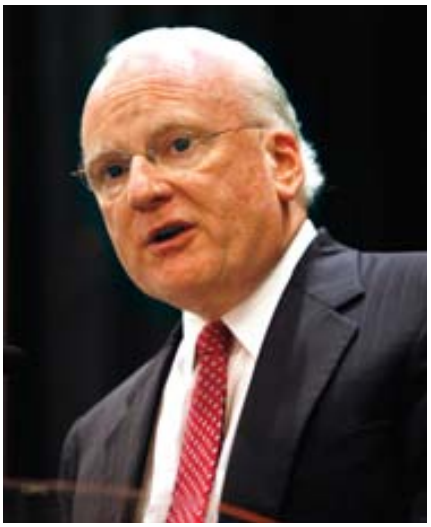
In a recent industry webinar, Clarke, who has 19 years experience in the Pentagon, the White House and the State Department, called 2011 "The Year of the Breach." Stories of attacks flooded the news. He described them as being tossed into the media melting pot, and spit out like they're all one type of attack or from one attacker.

But, he pointed out, "They're not the same. It's not all big, bad China, all 1.3 billion Chinese attacking us. It's important to distinguish among the actors and attacks. You can't respond in a generalized way to the 'Year of the Hack.' You must respond to the specifics of who's attacking and how you're being attacked."

Four kinds of crime

Clarke invented an acronym, CHEW, to describe the four pre-eminent types of attacks as he sees them.

C stands for crime. Cyber crime accounts for more revenue than the international illicit drug trade, claimed the U.S. Treasury. Income estimates run in the hundreds of billions per year. Cyber crime used to revolve around stealing credit card numbers, but now it's about hacking into companies and taking over Accounts Payable. For example, in the Coreflood case, criminals cut checks to themselves, for US$150,000 and up, to offshore banks in the Cayman Islands.



Evolving technologies like the cloud provide criminals with new avenues, says Clarke.

H belongs to "hacktivism." Examples of hacktivism include WikiLeaks and political protests using Web application vulnerabilities, SQL injections and directory traversal. They're meant to politically embarrass corporations, not necessarily steal from them.

E is for espionage, which doesn't get the attention it should, Clarke said. U.S. intelligence communities have declared it a much larger problem that extends past governments spying on governments. It includes criminals hacking into corporations and stealing anything of value, like software code, customer lists, formulas, etc. He said that it's impossible to be competitive when a company's project is stolen and brought to market by the thieves faster than by the rightful owner.

Thefts like these are something that develop over time. Incident response firms inevitably find evidence of long-standing penetration during their investigations. These are known as "advanced persistent" threats because they've been lurking in the corporate IT structure. Stopping these attacks using traditional methods like IDS, IPS, AV, token and certificate authorities used to be effective. Problem is, they no longer work as well because criminals are targeting these defenses. Much of their access is coming through being able to infiltrate the network via software vulnerabilities.

Beyond criminality

W stands for war. Clarke admitted that he's been accused of hyping it, but defended his position by saying that current U.S. Secretary of Defense Leon Panetta and other federal and global power brokers share his view.

About 20 to 30 countries, including the U.S., have formed cyber war units. The Pentagon has also established a new organization, designed for offensive purposes, called the Cyber Command. The U.S. Defense Advanced Research Projects Agency is also developing offensive tools.

Clarke said that no legislation has been passed to date, although Congress has conducted numerous hearings. But the day when they can afford to turn a blind eye is, by its own acknowledgement, over. In November, U.S. Senate majority leader Harry Reid announced that cyber-crime legislation currently in committee would be debated on the floor in late January 2012.

Additionally, and very importantly for developers, the Securities and Exchange Commission recently said that if a publicly traded company has been breached in a way that might materially affect the value of its stock, it must disclose this publicly. Every major company has been hit, even though they have spent millions of dollars on traditional protection, according to Clarke. For developers, this is a game-changer because it reinforces the responsibility for security of a corporation's business on them. ▮

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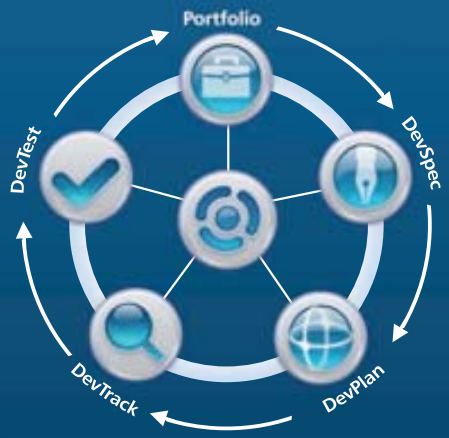

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Team Foundation Service gets first major update

Azure-based platform gains improved Web experience and performance gains

BY DAVID RUBINSTEIN

In September, Microsoft took its ALM solution to the cloud with the announcement at the BUILD Conference of Team Foundation Service. In December, the company released the first significant feature update since that initial rollout.

Team Foundation Service is basically Team Foundation Server running on the Azure cloud platform, according to Doug Neumann, Microsoft group program manager for Team Foundation Server. The service, he said, "has the next [version 11] release of TFS bits, but this is accessible anywhere and is not limited to the confines of your corporate network."

Among the highlights of the new release are a simplified navigation model, agile product and project management tools, and a customizable e-mail notification option, Neumann said. "The big investment we made is in a great Web experience. We had been focused on the Visual Studio experience, but with the next release, we made a significant investment in the Web experience in terms of performance and user friendliness."

The simpler navigation model allows users to "get around" with fewer clicks, while the e-mail option enables users to specify their address (or the addresses of an entire team) and subscribe to different kinds of notifications. Neumann said Microsoft has made this available now because it wanted to make the system as secure as possible to reduce the amount of spam users receive through the system.

The tools for agile product and project management "seem Scrum-ish," he said, but can be used with multiple agile processes, including homegrown processes. The product-management software gives users the ability to create backlogs and prioritize the items therein, as well as to put estimates or story points on those items to project how many sprints will be required to get those items completed, he explained.

"It's based on past performance," said Neumann. Users can drag and drop items from the backlog into a sprint and break the requirements down into a set of tasks, he added.

The project management software includes a task board that Neumann said is "a great experience for the daily standup meetings." The task board shows the user stories to be executed in the sprint, and provides information for capacity planning and resource allocation, he said.

Further, the project management software includes a process template that users can populate with custom metamodels to create custom work processes, Neumann said, as a rich rules engine can be used to define processes as heavy or light as you need. "When you start a project, you can then choose the process metamodel," he said.

Porting TFS to the cloud as Team Foundation Service allows Microsoft to roll out new functionality more frequently and "be very reactive to customer requests," Neumann said. The same functionality will be built into the on-premise TFS, but release cycles will be longer. Neumann said Microsoft hopes to add functionality to the service monthly and fix bugs weekly.

Microsoft has differentiated its ALM solution from others based on the depth of product integration. Neumann said emerging ALM integration frameworks add another layer but do not provide the depth of integration of Microsoft's ALM stack. Using the example of source code control, he said, "There have always been one or two players deemed cutting edge. It was Subversion up to a year or two ago, and now it's Git.

"From our perspective, those are great tools, but they don't sync for cross-disciplined teams, doing development, or testing, or bug detection. The tools don't allow those collaborations to be as rich." ▮

Linux Foundation shows job opportunities

BY ALEX HANDY

The Linux Foundation released in December a number of infographics formed from data gathered from job postings on Linux.com. The results of this short survey showed that Linux developers are in higher demand than systems administrators, and that the United States dominates in demand for both developers and administrators.

Within the U.S., the demand for Linux workers comes primarily, and not surprisingly, from large cities. This means that states like California, Texas, Georgia and Illinois hold the most jobs on offer.

Other results shown in the infographics indicated that Java remains the most commonly requested language for developers. Surprisingly, Android was the second most popular skill asked for from Linux workers.

Coming in third for in-demand Linux skills was C++, followed by J2EE and MySQL. Overall, 53% of the jobs listed on Linux.com were for developers, and 47% were for administrators. Of those jobs, 70% were in the United States, with Australia and Germany accounting for just over 10% each.

The numbers around location and job type seem to match those found on other job posting boards. Indeed.com showed that overall demand for developers is at about 4% of total jobs posted on that site. In contrast, systems administrator jobs listed there seemed to hover around 1.7% of overall postings, with little fluctuation. Demand for developers, however, is continually climbing. ▮

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Desktop apps are taking on mobile characteristics

Emerging platforms give developers more options for building their programs

BY VICTORIA REITANO

End users are interested in downloading applications to their desktops, and they want to do so quickly and easily.

This is the belief of Tom Huntington, vice president of marketing at SweetLabs, which has created Pokki, an application platform and store for HTML5 applications for Windows. The goal is to help improve the end-user experience of downloading applications directly to the desktop.

"Ease of use for applications hasn't been on the desktop, but consumers are very used to it," Huntington said, adding that Pokki applications are similar to iPhone applications, but are used on the desktop and are HTML5 compatible.

Pokki applications offer a similar end-user experience to the Chrome application experience where a website or Web application is wrapped with a new UI and packaged for the desktop or browser, Huntington explained.

The Pokki desktop platform can be used to create Windows applications, with support for Linux and Mac to come in the future, if all goes according to the company's plan. "Ultimately, [Pokki] will be a true app platform across multiple operating systems and platforms," Huntington said.

Pokki, named after a Japanese sweet candy, is not the only company currently working on the desktop app experience. Appcelerator, creator of the Titanium IDE and development platform, believes the key to creating that mobile-like desktop app experience is to understand that desktop apps have to be different from mobile applications.

"These desktop apps are smaller in size and the method of distribution has been changed. Apps are becoming increasingly more cloud-connected," Scott Schwarzhoff, vice president of marketing at Appcelerator, said.

He said Wunderlist, a desktop, mobile and Web-based application created using Appcelerator Titanium, is a perfect example of the changing marketplace. It is a different experience across all platforms, from mobile to desktop to Web, but it is similar in that all tasks are ported from one representation of the app to another, Schwarzhoff said. This is possible because the business logic stays the same while the UI changes from application to application.

The Pokki destkop application store lives on the taskbar and can be used to view Web applications on the desktop for a mobile-like experience.

New application store models can be divided into those that sell business-to-business, business-to-consumer or enterprise applications, according to Steve Schmidt, vice president of product management at Flexera, a software licensing and compliance maintenance company.

Schmidt said each of these possible application store models will present challenges for current independent software vendors.

In the business-to-business store, which could potentially include Salesforce applications, word-processing applications, human-resource directory applications and others, Schmidt said that complex licensing issues could be why these types of stores have yet to pop up on a large scale. He said that contracts for enterprise software are often very specific, detailing how many users will be using it and for what period of time, whereas on-demand software have to be estimated up front and then determined at the end of a billing cycle. For the business-to-consumer app stores, like Apple's App Store, he said the licensing strategies could remain the same as when CD-ROMs were distributed.

Flexera's software distribution package, similar to software provided by Desaware and others, allows developers to insert installation and licensing code into their applications so that consumers have the right to use the application for certain devices or for a number of times, based on the license they buy. All of these distribution channels will help independent software vendors port their applications to these new application stores relatively quickly.

For enterprise application stores, Schmidt explained that IT departments would have to be comfortable with allowing end users to make purchases on their own. This, he said, would mean that the application store would have some sort of filter or checkpoint set up to notify IT of software dependencies or potential conflicts with software already installed on the network. ▮

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Xcode's not the only option anymore

For Mac OS X developers, there are many choices for an IDE

BY ALEX HANDY

Way back in the 1990s, the only way to write a program for the Macintosh was to use Metrowerks' CodeWarrior, a third-party IDE designed to make software development graphically appealing. Now, 16 years after the release of CodeWarrior, there is a new bumper crop of IDEs that can build applications for the Mac OS, and not all are made by Apple.

Of course, Apple's Xcode is the default Mac OS X development environment. Apple's flagship IDE dominates the development of iPhone, iPad and desktop applications for the Macintosh. But it's not the only option out there. JetBrains recently introduced AppCode, a new IDE for developing Mac applications, and Embarcadero Technologies recently added Mac OS X as a target deployment platform for C++ and Delphi in its eponymous flagship IDE.

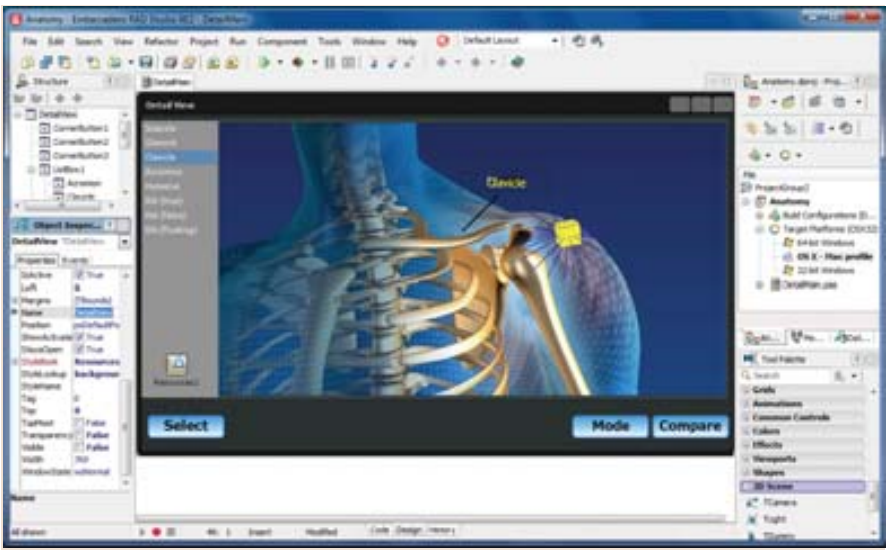
JetBrains' take on Macintosh development starts out with the company's famous Java IDE as an influence. Max Shafirov, AppCode project lead at JetBrains, said that AppCode offers features that are not found in Xcode.

"The main idea behind AppCode is to offer developers a chance to produce better code and increase their productivity while coding. AppCode achieves these goals in a number of ways," he said.

"Automatic code analysis is one. You don't need to run code inspections on demand; the complete project codebase is verified instantly, as you type. The number of code verifications is impressive and varies from simple ones like 'unreachable code' or 'unused code' to much more important memory management warnings.

"A solid set of powerful code refactorings is another big advantage of AppCode. There's also a huge number of smaller productivity features, such as more convenient code navigation, better debugger, imports optimization, code formatting options, etc."

JetBrains' IntelliJ IDEA Java IDE is known for its refactorings, and AppCode is no different. Said Shafirov, "Reliable refactorings allow for a very different coding flow, which is equally applicable to both small and large projects... Already in v1.0, AppCode offers a set of refactorings and 'create from usage' actions to make development processes much more efficient."



Embarcadero's Delphi IDE now targets Mac OS for the deployment of C++ applications.

Embarcadero's angle

Embarcadero sees the Mac OS as a growing target for enterprises, said John Thomas, the company's director of product management for developer tools. "Basically, today if you're an enterprise, you recognize you need to target Mac OS. It's becoming more and more important to developers."

Thus, the most recent version of Delphi, dubbed Delphi XE2, allows developers to deploy to Mac OS X for the first time. With the help of a new application framework created by Embarcadero, called FireMonkey, Delphi can now be used to build rich native applications for Mac OS, and use the included GPU for rendering parts of those applications.

"XE2 was the first version to support Mac OS," said Thomas. "Our users were telling us we need to get onto Mac, to start supporting these devices coming in, like iPhones. We created this multi-platform framework [FireMonkey] and put effort into shielding the developer from the framework code. You can access a service directly, but you don't have to.

"Our framework is a full application stack: It has a full database layer, access to cloud services; it's a full-fledged framework for today's types of application needs. It also supports iOS in this revision. In the future, we hope to be expanding that support onto Android devices and onto other platforms, like Windows 8."

Thomas said that the main advantage of using Delphi instead of Xcode is that it allows developers to use C++ while still targeting Mac OS X, and never having to learn the various Mac-specific development tools.

"In order to get Mac OS support, they have to spend time and effort getting familiar with Objective C and the Cocoa libraries. It becomes a lot of effort," he said. "You're seeing a lot of frameworks trying to solve this problem across runtimes, but they have their own challenges in terms of access to services. We've given you the best of both worlds: You target one framework, use one IDE, and because it's a native language, you don't suffer from the deficiencies, and you can use the GPU to do the rendering." ■

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Survey: Developers still not doing enough to ensure security

Common vulnerabilities still lurk despite years of warnings

BY VICTORIA REITANO

Despite a steady drumbeat from experts who put the responsibility for securing applications on developers, two recent surveys showed that developers still are not doing enough in this regard.

Veracode, a cloud-based application security testing company, used its database of applications collected over the past 18 months to determine what developers are doing in the area of software security. Sam King, vice president of product marketing at Veracode, said that some of the findings came out of the fact that the company raised the level of requirements for software programs to pass the security tests.

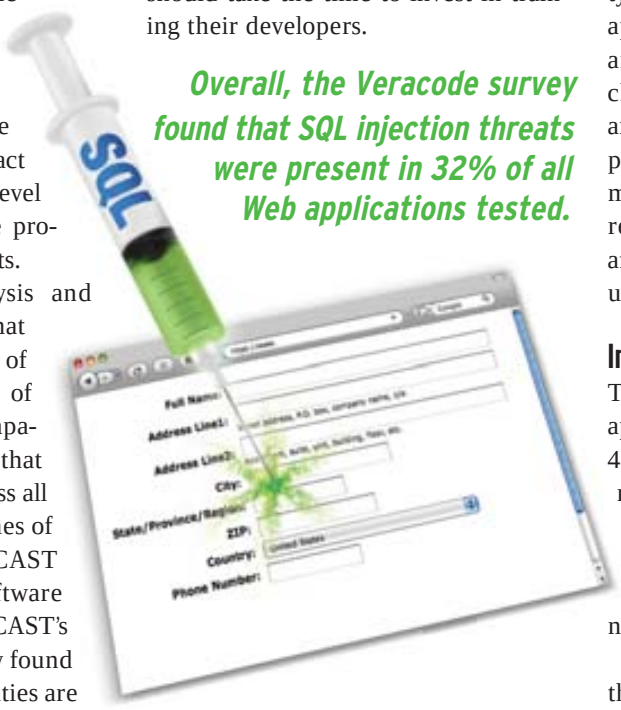
CAST, a software analysis and measurement firm, found that there are over US$3.6 million of technical debt (the amount of money it costs a software company to correct high-risk issues that appear in a line of code) across all applications with 1 million lines of code, according to its CAST Report on Application Software Health survey. Bill Curtis, CAST's chief scientist, said the survey found that these security vulnerabilities are not limited to one specific type of programming language, although he noted that COBOL-based financial applications did fare better.

Performance in the security tests, he said, was lower in Java applications, which is what King found for mobile applications as well, as many are written in Java. Veracode tested Android and iOS mobile applications, but only released findings for Android applications because it has supported testing them longer.

"We are trying to figure out what the lower performance issues in Java mean," said Curtis. "It might mean developers are younger and don't have as much experience dealing with security issues." He believed that Java developers are younger because it is a newer and more popular language, in his opinion.

Neil MacDonald, vice president and distinguished analyst at Gartner, said that because security is not a part of most college curricula, companies should take the time to invest in training their developers.

Overall, the Veracode survey found that SQL injection threats were present in 32% of all Web applications tested.



"The single most important thing a developer can do is filter and whitelist input," he said. "This doesn't require an understanding of security vulnerabilities." He added that it does help defend against cross-site scripting and SQL injection attacks. In order to filter and whitelist input, he said developers should simply require that a particular field gets either numbers, letters or a combination of both, blocking against whatever shouldn't be included in that particular data field.

Additionally, MacDonald said developers should be taught what exactly these vulnerabilities and prevention look like with actual code examples to help familiarize them with the blocks of coding they should include in their applications.

The CAST survey tested 745 applications, and increased its sample size to 360 million lines of code from last year's 108 million lines of code, making this one of its largest samples. Curtis said this offered a better example of what types of security problems, including application performance, robustness, and software transferability and changeability, are actually floating around in software used by millions of people on a daily basis. He said that more than 35% of the violations found result in damage to the business by affecting the security, performance and uptime of application software.

Inside the numbers

The Veracode survey tested 9,910 applications—compared to last year's 4,835—and eight in 10 applications did not pass its security standards, which include a zero-tolerance policy for cross-site scripting and SQL injections. "This shows how much work needs to be done," King said.

Overall, the Veracode survey found that SQL injection threats were present in 32% of all Web applications tested, and 68% of applications had scripting vulnerabilities.

King added that 40% of the vulnerabilities found in government Web applications are from SQL injections, the highest of the industries tested. SQL injections account for 29% of the vulnerabilities in finance applications and 30% in software industry applications.

King said that Android applications showed the same types of vulnerabilities in the Veracode survey as early Web applications did. Chris Wysopal,

continued on page 29 ►

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Survey shows security efforts are still lacking

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cofounder, CTO and chief information security officer of Veracode, said mobile application developers often work quickly and need to incorporate security measures into their reduced development cycles, something they may already be doing but aren't doing diligently.

King said many mobile applications carry the requirement that end users don't have to authenticate multiple times, which can create risk, particularly since many of these applications have to call back to servers in order to work. Thus, if a device is authenticated and lost, the back end could be exposed to whoever picks up the device.

Possible remedies

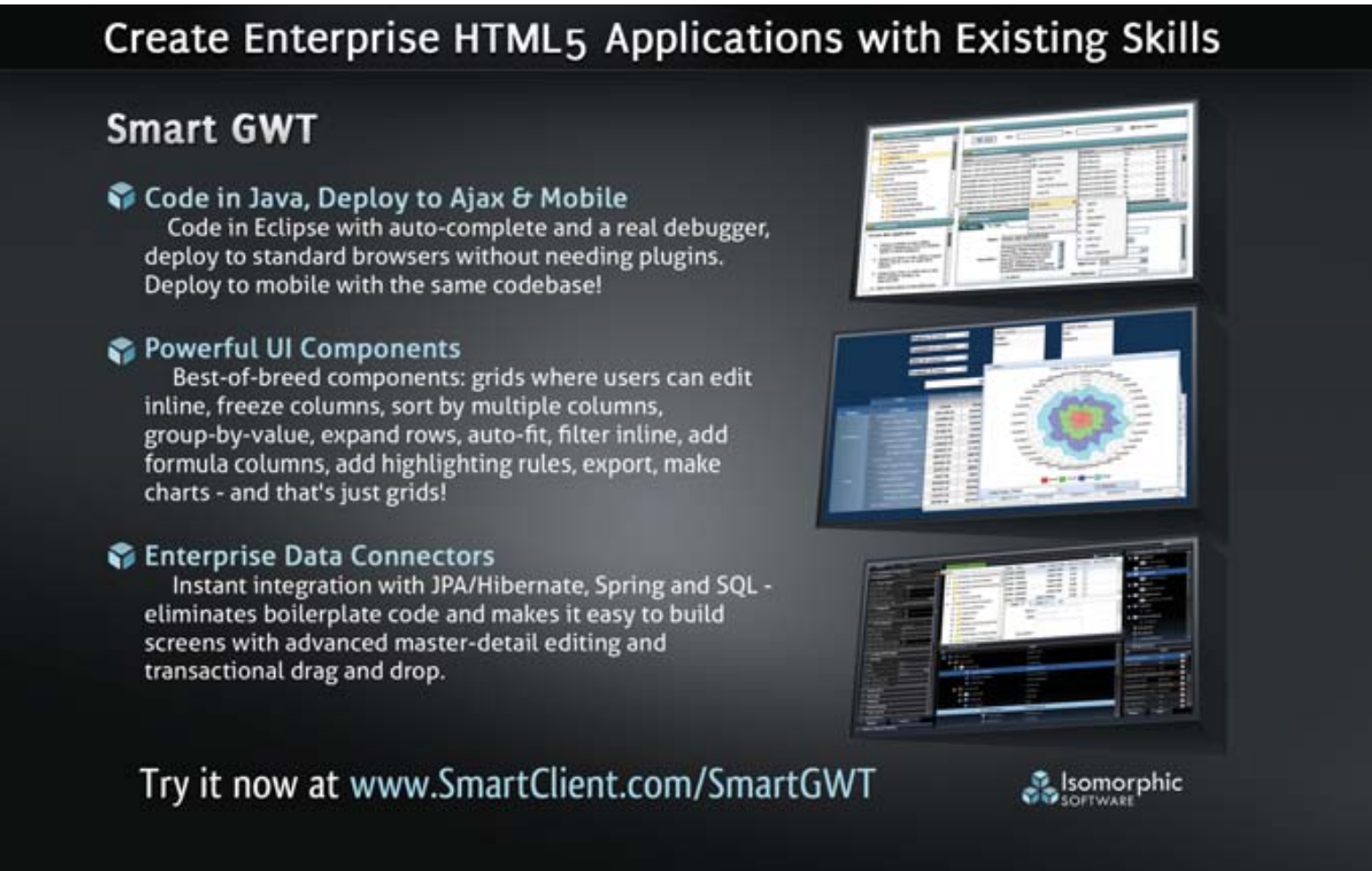
As CAST's Curtis said when he speculated that Java developers coming straight from school may have a hard time incorporating stringent security standards into their applications, lack of training seemed to be an issue in the Veracode survey as well. Better-trained developers, King said, appear to write better applications out of the gate.

Gartner's MacDonald said development speed and security do not need to be at odds. "Coding security [into applications] doesn't have to take more time," he said, adding that there is a perception that doing work quickly means leaving out steps that are not mission-critical, but that this is not the reality. He said that developers can do work quickly and add the proper security measures, if they're aware of the vulnerabilities out there. He said automation can actually help with securing applications, but he warned that development teams should not believe that tools and automation will be all they need to secure their applications.

"It is hard to change processes and developers," said MacDonald. "It requires a combination of people change, process change and technology change." He added that short-term gains sometimes make companies resistant to change.

Agreeing with MacDonald, Curtis warned that the implications and expenses of technical debt are far greater than the cost of training. CAST determined that the average line of code costs companies approximately $3.61 in technical debt, which, he explained, means that once you hit 300,000 lines of code, it is already past the million-dollar mark. Java, he added, had the most technical debt per line of code.

Security, MacDonald said, needs to be a discipline, which is why he is encouraged by the fact that the agile community raises awareness for these issues. He said that some debt needs to be "retired" in each iteration or development cycle in order for companies to ever handle—and ultimately get ahead of—their technical debt. ■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COMPONENT WATCH

Telerik brings out tools for rich Web development

Company moves beyond its .NET roots

BY DAVID RUBINSTEIN

Bringing together the libraries and tools necessary for the creation of websites and applications into a single framework, development tool provider Telerik in late November released Kendo UI for development with HTML5 and JavaScript.

Telerik launched the framework with three packages: Kendo UI Web, which includes more than a dozen HTML5 UI widgets and a JavaScript templating engine; Kendo UI DataViz, a set of HTML5-powered data visualization widgets (including animated charts); and Kendo UI Mobile CTP, a preview of UI widgets built for mobile app development with HTML5. The Kendo UI framework is available for US$399 (with support and one year of updates), as well as in an open-source version under GPLv3, according to the company.

The framework builds on the jQuery JavaScript library and leverages CSS3, and also supports all major browsers and mobile browsers on Apple's iOS and Google's Android platforms.

"Developers today, faced with an increasingly fragmented computing landscape, are turning to HTML5 and JavaScript to build software that can run anywhere and reach the largest possible audience," Svetozar Georgiev, Telerik's CEO, said in a statement.

"Kendo UI simplifies the adoption of this rapidly evolving platform, helping developers quickly embrace the future with less risk. It also serves as an opportunity for Telerik to move beyond its .NET roots and apply our knowledge and expertise to providing tools for the broader world of HTML5 and JavaScript developers." ▮

IN SYNC WITH SYNCFUSION

Essential Studio 2012 Vol. 1 highlights the 2012 road map for developer tool company Syncfusion's releases. On Jan. 19, the tool will be released in three editions: Essential Studio User Interface Edition, a Reporting Edition and Business Intelligence Edition. The UI edition features grid, chart, diagram and gauge tools for ASP.NET, ASP.NET MVC, Mobile MVC, Win RT, WPF and Silverlight. The Reporting Edition features a Report Viewer for WPF, PDF and a DocIO for saving macro-enabled documents with improved DOC-to-PDF rendering. Finally, the BI Edition features a grid element and an OLAP client for ASP.NET, and a PivotGrid for WPF and Silverlight. Other releases this year are planned for April, July and October. ▮

In other component news...

■ **DevExpress** has announced DXv2, the umbrella under which a series of product releases will help developers "bridge the gap from today's tools to tomorrow's investments," according to a company statement. The first release is DXperience 11.2, the company's UI component library. DXv2 tools will enable developers to build touch-enabled applications so they can use their existing skills to bring their applications to all platforms, including mobile and tablet as well as Windows 8 desktops. Updates to DevExpress ASP.NET controls will give developers the ability to create Web applications that look like native iOS apps, according to the company, while the CodeRush refactoring and code-generation tool now offers developers a way to analyze large codebases, find duplications and then consolidate the code.

■ **Infragistics** has announced that TestAdvantage for Windows Forms 2011 Volume 2 will be offered in two editions. TestAdvantage is a collection of custom libraries built for automated testing of an application's user interface. Versions of TestAdvantage for Windows Forms can be used with HP QuickTest Professional or IBM Rational Functional Tester, according to the company, to test applications built with Infragistics' NetAdvantage for Windows Forms. "Our commitment to the Windows Forms platform extends beyond UI tools and controls and into value-added solutions that help our customers deliver the best end-user experiences possible," said Dean Guida, CEP of Infragistics.

■ **LEAD Technologies** has released version 17.5 of its document imaging software, including increased speed and accuracy of its OCR, PDF and Barcode engines, according to the company. In the OCR engine, LEAD has improved the algorithm for small zones, which the company said gives greater accuracy for Forms Recognition and Processing. In its PDF engine, load times are between 400% and 800% faster, LEAD claimed. ▮

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BY ALAN ZEICHICK

It wasn't the year of the LAN—or even the year of the smartphone. If anything, 2011 was the year of the cloud. But it was also the year of the desktop, of the Scrum agile methodology, Android devices, proliferating app stores, the HTML5 draft standard and the passing of Steve Jobs.

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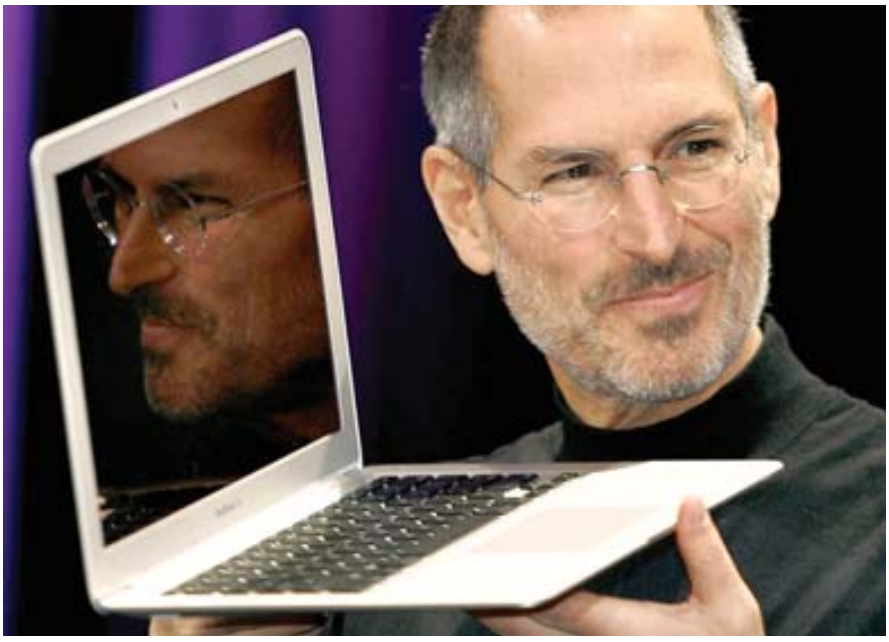
Year-as-a-Platform. The cloud fragmented. Was it Software-as-a-Service? Platform-as-a-Service? Infrastructure-as-a-Service? Database-as-a-Service? The industry groaned under the weight of SaaS, PaaS, IaaS, DaaS and many others, as vendors sought to differentiate their cloud offerings by coining their own four-letter acronyms. Analysts happily jumped into the new paradigm, eager to sell reports, rank competitors and rent out experts to explain that their clients were leaders in the emerging Buzzword-as-a-Service marketplace.

Despite the vendor and analyst hyperbole, the cloud genuinely grew significantly during 2011. Established enterprises saw the benefits, as did startups. Consumers also jumped into the cloud with services from Amazon, Apple, Dropbox, Google and Microsoft. Although there were a few high-profile service outages, the reliability of the cloud swayed skeptics, as did its scalability and affordability. Yes, there are kinks to work out, such as security models, data portability, code portability and service guarantees. Yet it's hard to deny that for many business purposes, the cloud is definitely ready for prime time.

Metro Style. If customers like cute little icons and animated tiles on their smartphones, they'll love to have those same icons and tiles on their desktops. At least, that's what Apple and Microsoft seem to think. Apple's Mac OS X 10.7 "Lion," publicly released in July, brings the iPad look-and-feel to the MacBook and iMac. Microsoft's forthcoming Windows 8—previewed to developers in September—goes much further, replacing much of the familiar Windows user experience with a touch-screen-based swipe metaphor called Metro. Both Lion and Metro have been panned by critics, who say that it's the wrong UX model for the desktop. Well, you can't please everyone.



Jobs' passing leaves a giant void in the industry, particularly in its capacity to innovate.

Calling a Scrum. Agile development continued to rise in 2011. There was no new Agile Manifesto (although the movement did celebrate its 10th anniversary), but it seems that Scrum is the favorite methodology of most agile practitioners, except for those who choose to use a hybrid model. Lean software development started gaining traction as a philosophy, as the Japanese scheduling system called Kanban found its way into agile shops. It's not new; Kanban cards appeared in the 1950s in Japanese manufacturing, but it's new in the software development arena.

Robbie the Robotphone. Google's smartphone operating system knocked Apple off its perch; carriers now sell many more Android phones per month than iPhones. That's not surprising, given the vast number of handset manufacturers, models and form factors available running Android. By contrast, there's only one iOS device manufacturer: Apple. Yet, despite Android's success in phones, it lags far behind in the tablet market, which is wholly dominated by the iPad. The biggest threat to Android is fragmentation. A rising threat might be Microsoft's Windows Phone 7.5. RIM's fast-fading BlackBerry isn't a threat at all.

Point and Click. Where do you purchase software? Not in brick-and-mortar stores, nor from catalogs. Today, the hip, happening place to buy bits is in an app store, whether it's for your cloud services, for mobile devices, or even for traditional servers and desktops. Every platform maker has a store now, complete with provisions for monetization, delivery and license control. Nearly everyone wins: The platform maker gets recurring revenue by capturing a percentage of third-party software sales; developers gain a level playing field to promote and distribute their products; and consumers like the convenience and simplicity. The big losers are software resellers—and makers of DVD-ROM discs.

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The Markup Language. HTML5 has come of age. It's about time: HTML4 was approved in 1997, and the new language has key features that the Internet needs. Forget about Flash or other rich Internet application languages; HTML5 is an open standard, doesn't consume huge amounts of CPU resources or battery power, and handles audio, video and other media formats without nasty wrappers. The only challenge is that HTML5 still isn't a standard. When will it be finished? Nobody knows.

Reality Distortion. Steve Jobs' death in October 2011 dominated the news for months, and "What's going to happen to Apple?" was the question on everyone's lips. Not since the passing of Princess Diana has the world stopped to pay homage to such a transformational figure. Love him or hate him, admire him as a genius or dismiss him as a bully, there is no doubt that Jobs redefined his world—and ours. From the original Macintosh to Pixar, from the iPhone to the iPad, from digital publishing to music distribution, Jobs made us all think different. ▮

The Verafin team uses Mountain Goat Software's planning poker cards to estimate how long a project will take, a method that has been adopted by teams worldwide.

Agile celebrated its 10 years in August in Salt Lake City, where it also celebrated greater mainstream adoption. SD Times declared the term "agile" to be dead, not because it is not a valid strategy, but because it has been so widely adopted.

Tools have changed a bit, with some vendors incorporating the lean manufacturing principles of Kanban, a methodology that allows hardware and software vendors to manage both the hardware and software portions of their projects.

ALM integration framework software, which allow agile teams to merge existing software stacks with new software suites, were a big trend in 2011, and it is clear that more companies will be going this way in 2012. CollabNet and HP both released offerings in November that allow teams to bring all their tool sets together for unified development and tracking throughout the process.

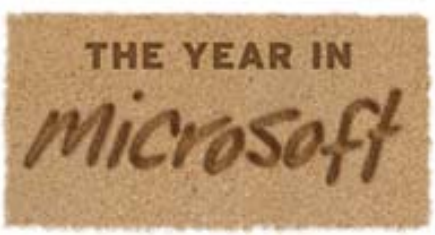
Developers are also experimenting with new ways of planning their projects and figuring out how much time is needed for a specific sprint. Agile games help developers think about projects in different ways and keep them engaged. Some games, like Planning Poker, help developers understand how long each feature takes to complete. Others, like Speed Boat, help developers understand their process using anchors and sailing metaphors to describe the things that hold back and push forward processes.

At Agile 2011, many of the signatories of the Agile Manifesto felt that tools were discounted in the beginning, and that now it is time to evaluate the need for software programs and suites that help teams scale their agile processes. As agile matures, the need for tools may become greater, according to the signatories and speakers at the Utah conference.

The signatories, as they said in their park-bench keynote, wouldn't change a thing about the manifesto, although some suggested they add the words "We really meant it" in all caps to the top of the document. All agreed that it is now time for agile to grow, however they disagreed on how this could, and should, be done. Some believed that the inclusion of other methodologies beyond the "traditional" agile methods, like Kanban and lean, is part of this, while others believed agile methodologies will extend beyond IT into other areas of the enterprise.

But the overall good news is that analysts at Agile 2011 claim that agile is no longer an unknown term, it is simply the way things are done. ▮

—Victoria Reitano



Microsoft has built it. Now they hope developers and customers will come.

At its newly minted BUILD 2011 conference in September, Microsoft unveiled—among many things—its next-generation operating system, Windows 8, with the Metro interface first introduced in Windows Phone 7. This creates a universal look and "touch" feel across desktop, tablet and smartphone devices, but still allows developers who prefer mouse-based application navigation to choose that option. This might seem out of sync, which it is: Windows 8 is built on an asynchronous model designed to prevent the UI from being blocked.

It was a continuation of the company's strategy, put forth at May's TechEd,

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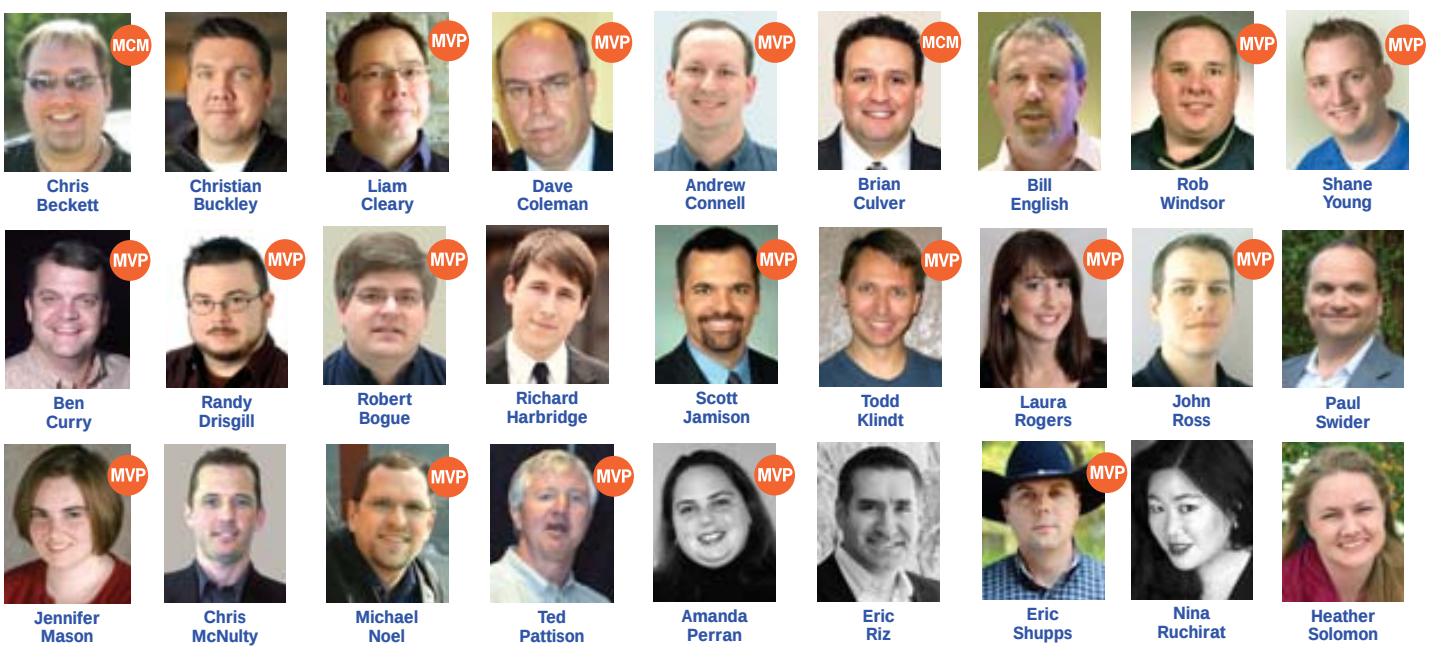

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where the company said loud and clear that it was moving strongly to the cloud and onto devices. Enhancements to the Windows Azure cloud platform included an AppFabric Service Bus, which provides connectivity between the cloud and back-end, on-premise databases; and AppFabric Application Developer Tools, which includes a composition model that encourages the use of workflows and other declarative techniques to stitch application components together.

Microsoft's cloud offering got another big boost last year with the third preview release of SQL Server Denali, a "must have" if cloud is part of your future. New Juneau tools replace Business Intelligence Developer Studio and others, forming a unified suite for developers.

In 2011, Microsoft also released to developer preview Visual Studio 11, and a cloud service of its Team Foundation life-cycle management suite. And there was LightSwitch, software for developers and non-developers alike to create business applications using forms.

And, last year saw much ado about the future of Silverlight, Microsoft's rich Internet application development software, vis-à-vis the emerging HTML5 Web standard. Microsoft offered some clarification, saying XAML was actually the key. XAML is the language behind the presentation of applications in Windows Presentation Foundation and Silverlight, but it's also playing an important role in Metro-style applications. Understanding XAML, experts point out, will be important for working with the Windows Runtime found in Windows 8. ▮

—David Rubinstein

It's back! After a long hiatus and seemingly endless dithering by Sun, Oracle has officially given Java the kick in the pants it needed. The language that took five revisions just to get generics is no longer the odd language out.

Mark Reinhold, chief architect of the Java platform group at Oracle, continues to push Java forward.

It would certainly seem the fears that Oracle would somehow mess up the community's deal with Java have been alleviated, thanks to the clear road map, spiffy new features and the stability of the internal team at Oracle. It's as if the same people who were already doing a great job advancing Java got a huge injection of cash and people-power. Oh wait, that's exactly what happened!

Java is no longer standing still. The Java ecosystem is learning from the myriad languages that had become popular to run on top of the JVM. Whereas Clojure and Scala push functional language constructs to better facilitate concurrency and parallelism, Java SE 8 will include closures, or Lambdas. And this change is scheduled for release around a year from the release of Java SE 7.

Perhaps that alone is enough to demonstrate just how much more quickly the language is moving. The last time Java saw year-on-year point update releases was 1998. Then, updates came every two years until 2006, when Java SE 6 was released.

This past July, we finally got Java SE 7. The logjam at the JCP was finally broken by Oracle, and a host of new members joined in the fall. In fact, this year's JCP elections saw more candidates for seats on the committees than the past five years.

But the JCP was not without its issues in 2011. The Apache Foundation resigned from the JCP in a huff. That non-profit is still upset over the terms-of-use-restrictions in the Java TCK. Oracle's representatives have said that this issue will eventually be addressed, but for now, Apache remains outside. ▮

—Alex Handy

2011 should not be called "The Year of the Cloud." It's too hokey, too obvious. It would be such an easy label to place on the year. And besides, didn't we already say that Amazon's Web Services had won the battle for Cloud 1.0 back in 2010? Should we simply revise that old editorial, add a bit about Amazon's nasty spring outage, and re-label it the winner of Cloud 2.0?

And this is exactly what 2011 was about for cloud users. It was about asking questions. About moving old applications onto new platforms. It was about failing gloriously, and pulling things back inside. It was about raucous successes with greenfield projects, entirely composed of APIs and copied code. It was the year platform-as-a-service became a bigger buzzword than service oriented architecture.

What was learned from all of this cloudy discussion? Mostly, everyone is learning that developers are gods here. You'd better cater to their specific needs and problems, or they'll find someone else who will. Thus, the early horses to bet on in the PaaS market are the ones that have done one thing, and done it very well. Heroku proved the market was for real when Salesforce.com paid US$250 million for the Ruby PaaS startup.

With the stakes raised, it's been the developers who are

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2010 was about the cloud helping businesses. 2011 was about the cloud helping developers. ▮

—Alex Handy

ALM was a year of new products and acquisitions. Some enterprise companies have taken the principles of agile application life-cycle management beyond the software department and scaled it to other areas of the business.

Many application life-cycle management software suite providers have realized that companies with existing products want new products that simply plug in to their existing solutions. To that end, companies have included bidirectional syncing and multiple integrations. Tasktop included this in its March update to Tasktop Enterprise 2.0.

Some developers are still working on the requirements management portion of the ALM cycle, with some using models and others using user stories or specific features. These different methods depend on the types of teams working on a project, as some enterprise development organizations still have teams doing waterfall while others are doing agile development exclusively. TechExcel added support for agile and non-agile teams in its January update to help teams merge methodologies and projects.

Serena added support for IT management to its ALM solutions in an attempt to close the gap between the development teams and the operations teams, and it added support for automation with a release of Orchestrated ALM.

The DevOps discussion was one that will continue in 2012 as teams butt up against the needs of the business, which is ultimately to survive in the current economy, making it push for development to be productive with less resources. UrbanCode came out with its suite of tools to enable continuous delivery of software in August, which moved its Anthill Pro product into UrbanBuild and UrbanDeploy. Meanwhile, software makers are offering customized dashboards in all of their ALM products.

Many acquisitions occurred in this space as well, with Aldon being acquired by Rocket Software and PTC acquiring MKS. These acquisitions, according to analysts, show an interest by teams in a unified end-to-end solution. The acquisitions of 2011 also showed that companies will work together and build on existing technology in this space instead of creating their own versions. ▮

—Victoria Reitano

Mobile and tablet development grew quite a bit in 2011; it truly was the year of the tablet. Apple's iPad saw some of its first competitors, starting with the launch of the Motorola Xoom tablet. The Kindle Fire launch at the end of 2011 may prove to be one of the biggest threats to the iPad dominance in tablets, based on the chatter online about the product.

Google's Android mobile operating system began to take over the market share of personal smartphone devices, pushing Apple firmly into the second place, although that could change with the next iteration of the iPhone device. Google purchased Motorola Mobility to have a more integrated software and hardware connection, and it also released three updates of its own operating system, taking Android from Gingerbread to Honeycomb (for tablets), and to Ice Cream Sandwich for all Android-based devices.

BlackBerry tried to stay in the game with its PlayBook tablet, but it seems the company is still lagging behind in the battle to remain relevant, although there is a renewed outreach program within the BlackBerry developer network that may prove to help the company, particularly when the new OS is released in early 2012.

Microsoft and Nokia joined forces to offer more integrated hardware and software, and Nokia abandoned its Symbian and MeeGo operating systems in favor of Windows Phone 7, which may prove to be a strong competitor next year.

HP got out of the tablet game, sold out all of its HP TouchPad in a fire sale, and then jumped back into the game to replenish supplies to fulfill orders for the sold-out tablet. And that was that.

There are also a variety of different single-code-based export applications available for mobile developers, like Sencha's SenchaTouch software. Many of these allow developers to create a piece of an application, and then export it to mobile HTML5, iOS, Android and Windows Phone 7 applications. These may prove to be essential as the HTML5 standard is further established.

And finally, Adobe pulled Flash support for mobile devices and donated its Flex platform to the Apache Software Foundation. Adobe will support Flash in mobile platforms that are currently supporting Flash, including Android's Ice Cream Sandwich, but will not support it in future releases. HTML5, according to the company, is the way to build rich mobile Web applications in the future. ▮

—Victoria Reitano

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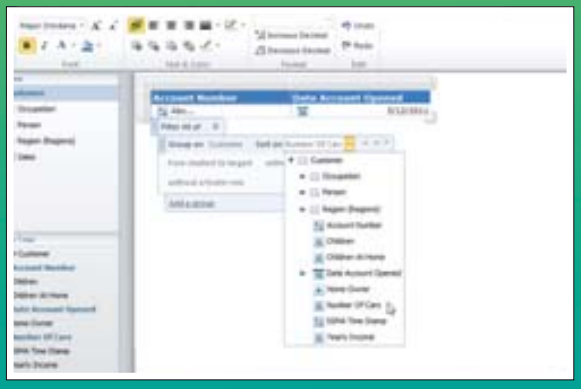

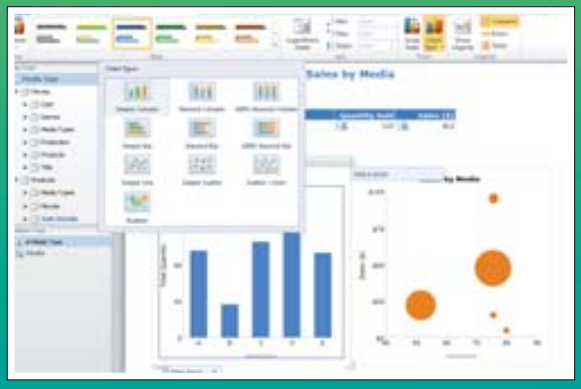

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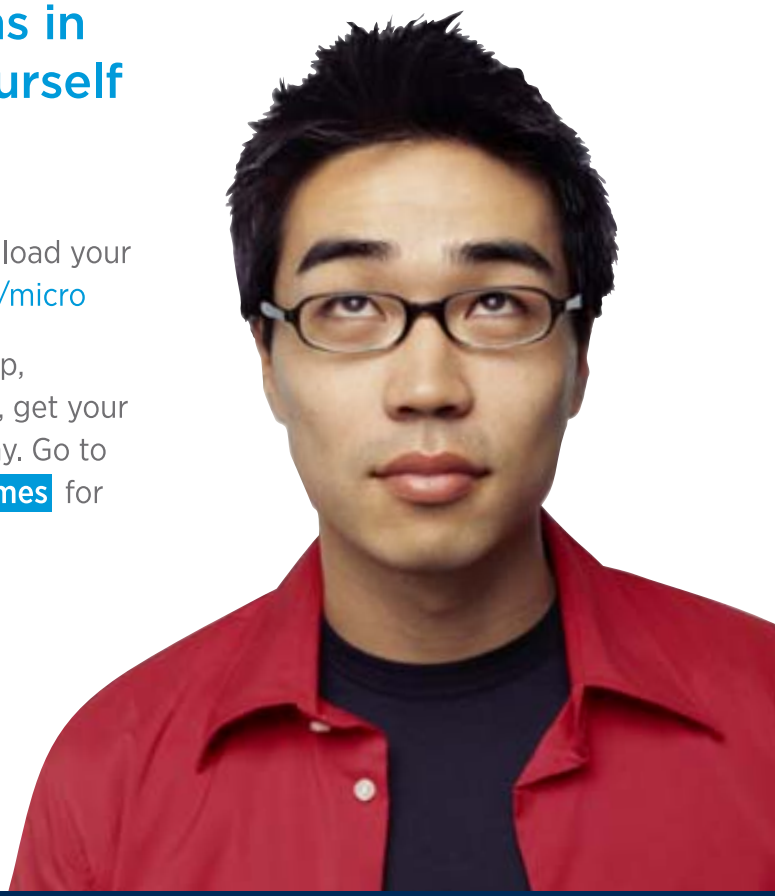

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The PaaS market accelerates

Software developers are looking at it as a huge trend for 2012

BY ALEX HANDY

The term "platform-as-a-service" has officially graduated to buzzword. With dozens of new companies, and hundreds of old ones now looking into or offering PaaSes, 2011 being the start of the PaaS boom is undeniable.

New PaaS offerings have grown out of the ISV landscape at a rapid pace this past year. Coupled with the US$250 million purchase of PaaS originator Heroku by Salesforce.com this past spring, the PaaS world is an environment primed for cutthroat competition over the next year.

But just how will all of these PaaS companies and services compete? While battles over features are the traditional way software companies compete, the PaaS market includes a number of other factors that contribute to the success and appeal of a platform.

Some of those hot features and capabilities are around management and administration. Another big trend is the addition of multiple languages to a platform.

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For a time, the conventional wisdom was to serve one language and serve it well. Many emerging PaaS leaders got their start this way. Engine Yard and Heroku, for example, were entirely Ruby-on-Rails shops before both companies added Java support to their platforms this fall. PHPFog, on the other hand, expanded its own offerings beyond simply PHP, and as a result the company was renamed AppFog.

Lucas Carlson, CEO of AppFog, said that all these platform expansions indicate that the future of PaaS may not be about feature wars. "There are a lot of features that differentiate different platforms-as-a-service," he said.

"Each one of these features—language support, infrastructure choices—no matter what feature you're talking about, we're headed in a direction where all the PaaS vendors are going to have similar technologies, so it's going to be very hard to differentiate on features."

In fact, Carlson predicted that a major factor in the success of a PaaS will be its community and ecosystem. "I think what is going to make the difference is going to be something harder to measure externally than features," he said. "What I feel is going to make the difference is a vibrant and healthy ecosystem.

"I think the ecosystem is what will differentiate PaaS because when you have the best ecosystem built on your service and around your service, that's where people are going to go simply by virtue of having the most connections to other services. Developers will choose the one that most of their friends will be using. I think this is the most important thing for these PaaS players, and that's certainly not a feature that can be copied."

No privacy

If the ecosystem matters, you might be forgiven for expecting PaaS companies to push out open-source projects, and to get behind popular data-center and cloud operating systems like Eucalyptus, Nimbula or OpenStack. But Adam Wiggins, CTO of Heroku, said that PaaS is about the public cloud only. Although he used harsher language to describe the private cloud and PaaS market, he indicated that he and Heroku believe the private cloud to be entirely vapor.

"My opinion—and this is not a widely held opinion—is that private cloud is total BS. If you make it private, it is no longer cloud. You destroy all the value you get from cloud by making it something you have to run yourself. Anyone pursuing that path is advocating a false trail," said Wiggins.

"Being able to move your application is important. Customers should be able to move their applications to different platforms with a minimum amount of re-architecting. It should be the case that if we want to spread to other providers, that requires a good level of abstraction at the infrastructure-as-a-service level, but I don't think that leads naturally to giving people software to run the platform."

'One of the trends you'll see will be solution-focused offerings. There will be a mobile PaaS, a financial services PaaS, or a healthcare PaaS.'
—Jerry Chen, VMware

Wiggins went on to explain this view by way of Google. He said that the value of Gmail is the fact that it's hosted and maintained by Google. The company, he said, would be foolish to sell a Gmail appliance or software package for enterprises, because that would negate most of the benefits of Gmail.

Wiggins said that a similar scenario unfolded when Google introduced its enterprise search appliance. The product was unsuccessful, and he believed this was because the benefits of the Google search algorithm are not as important as the benefits of having Google maintain, populate and host that search algorithm.

Jeff Hobbs, director of engineering at ActiveState, said that building a PaaS is a difficult task, but building a private PaaS is even harder. "It's much easier to build a public PaaS than it is to build a private PaaS. We have [a public PaaS] in our sandbox, which is newly available, but we are running Stackato on [Amazon] EC2," he said.

"The reason, in some ways, a public PaaS can be easier is you control everything about the environment. You're just hosting people's code because you control everything about the servers. From a company point of view, that can be great: There's no IT load. To build something that actually works across the hypervisors as well as hardening it in a way going beyond what CloudFoundry really offers, it's easy to create a greenfield application on these PaaS systems, but its not easy to move existing applications. There are difficulties, such as data import and export, which is not solved in CloudFoundry, but is in Stackato."

Don't tell that to GigaSpaces. This enterprise private-PaaS company is banking heavily on corporate interest in internally hosting PaaSes. Yaron Parasol, cloud product manager at GigaSpaces, said that private PaaS is a reality, and that many enterprises see it as their only legitimate path to the cloud.

"When you are an enterprise user with a portfolio of applications already up and running and serving mission-critical business processes, you can't change your procedure to a large extent," he said. "In that case, you need a very flexible orchestration and management platform that will allow you to on-board the cloud. No matter what applications you have, no enterprise is a green field. If they don't have new applications, it will take many years for them to enjoy the benefit of the cloud."

In that vein, it should be noted that PaaS is not a solution as much as it is a new place to put stacks. Instead of solving a problem, PaaS increases velocity

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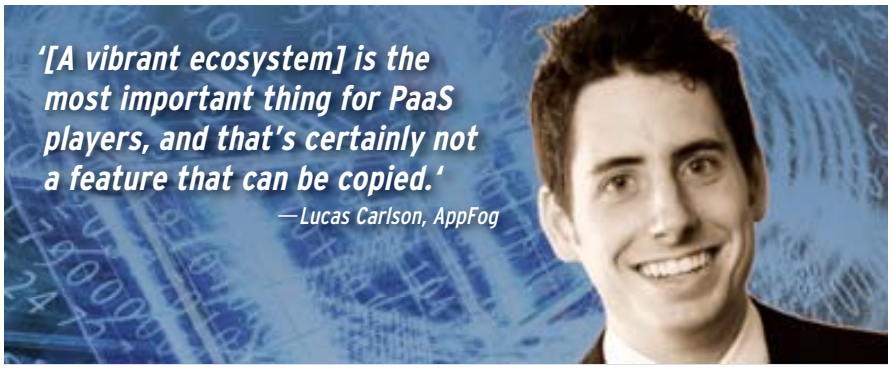
'[A vibrant ecosystem] is the most important thing for PaaS players, and that's certainly not a feature that can be copied.'
—Lucas Carlson, AppFog

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and makes life easier for developers. Certainly, that's solving a problem, but the real appeal of PaaS comes from tying an application into the in-platform services that will allow it to scale, to be backed up, and to be resilient in case of outages.

To an extent, this is the dirty secret of PaaS: It's more effective and powerful when an application is built to take advantage of the in-platform services. Until applications are built to use those services, they're just traditional applications living in a newer, somewhat simpler environment.

Issac Roth, resident PaaS Master at Red Hat, said that traditional enterprise applications aren't necessarily going to be cloud-ready because they're now being deployed in a PaaS. In fact, he advocated traditional virtualization infrastructure for existing applications.

"Anything running today on WebSphere is theoretically scalable, but someone's still there setting up new servers, putting in place network connections and configuring the load balancer," he said. "With PaaS, that just happens. The reason that's possible is because that platform is restrictive. You have to write to CDI, which is the new Java EE 6 framework, or Spring or Rails or PHP. If you want the data tier to be scalable, you need to use a scalable database. It's not like you can just take anything and make it work."

Fortunately, said Roth, Red Hat's OpenShift PaaS is based on open-source technologies, and thus platform tie-ins for scalability and other services are all based on commonly used methods. "These aren't arcane or obscure Web technologies. These are things everybody is using now," he said.

"The world has evolved together. You can't take some CORBA stuff and put it in your PaaS, but if you do write a modern Web application to a modern framework and a modern data store, that will scale."

Hot Java

The biggest feather in Red Hat's OpenShift hat is certainly the platform's support of Java EE 6, something that is difficult to find in the PaaS marketplace. And while EE support is not well represented in the PaaS market, Java SE has become the hottest language to add to your platform over the past three months.

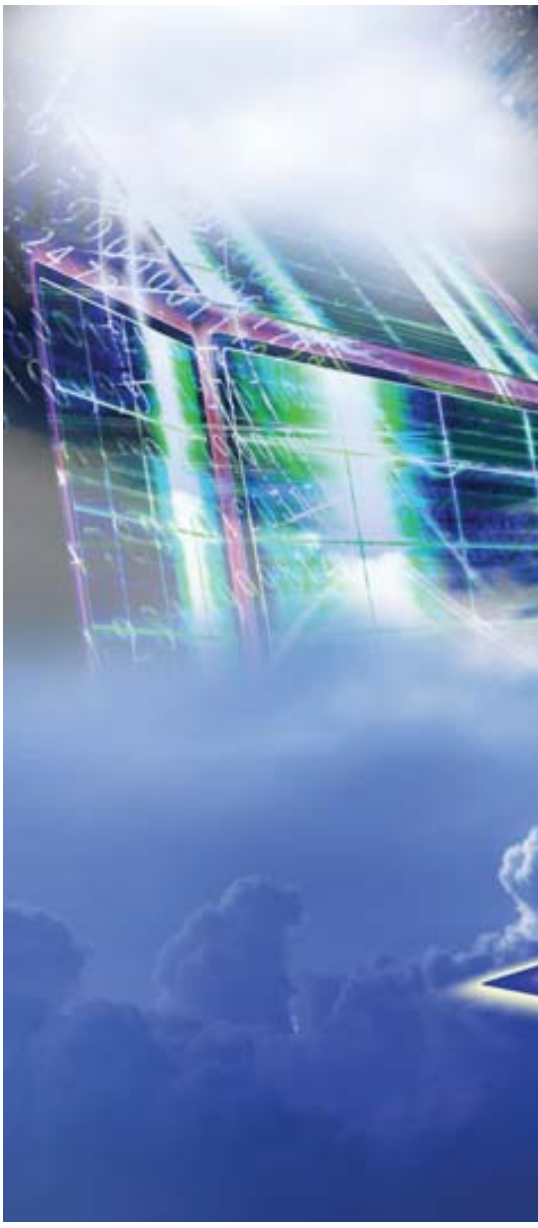
Both Engine Yard and Heroku added Java support recently, as did AppFog. With Java developers no longer bogged down by a sluggish platform ecosystem, Java has been unleashed into the cloud thanks to all of these newly supported offerings.

Mike Piech, product manager at Engine Yard, said that supporting Java is key to the success of a broadly appealing PaaS, but that it's also a very young industry. "Java's very much still about mainstream enterprise software development," he said.

"Anyone considering moving to the cloud would consider Java. Java wasn't necessarily conceived with the cloud in mind, and was not the most optimal solution for the cloud, unlike Ruby. All that said, there are lots of people throwing their hats in the ring. The one that seems to be most advanced is CloudBees. Red Hat and others are all saying the right things and dipping their feet in the water, but there's no 'there' there yet."

Eggs in one basket

All these new offerings have a lot in common with one another, at least



when it comes to where they're hosted. Engine Yard and Heroku, for example, have long held no infrastructure of their own. Their platforms have been hosted in Amazon's EC2, yielding the benefits and cost savings for both themselves and their customers. But putting all your eggs in the Amazon basket can be a frightening proposition, especially considering the AWS outage that occurred earlier this year. That's why most PaaS companies are looking to host in other clouds as well.

But Piech said this danger is not as perilous as it may sound. "Calling it a danger is probably a little more extreme than we'd characterize it. Given that Amazon is the most advanced infrastructure-as-a-service out there, it remains the

right choice if you're going to build your own stack on a service," he said.

"In Engine Yard's roots, we started that way. I would call it non-zero risk there. Today we have an alternative infrastructure we run on Terremark/Verizon, and we are looking at who number three is going to be. We're involved in OpenStack. Through our Fog efforts, we've put work into abstracting and standardizing touch points between PaaS and IaaS. We're having conversations with a number of the obvious other players in the markets. It's fair to say in the next couple quarters there will be some significant moves there."

And again, despite the cries of Heroku, this is another area where private cloud offerings become appealing. For enterprises that already maintain and run their own data centers, private PaaS is appealing as a way to simplify application fabric within that data center. And for those enterprises, said Kim Weins, senior vice president of marketing at OpenLogic, said the real key is flexibility.

"OpenLogic's CloudSwing sits in that general open PaaS space," she said. "The biggest difference is really placing that enterprise lens on it. First, we need a customizable platform that companies can get up quickly with default stacks. The second thing enterprises need is the ability to provide controls and management around that, things like managing costs and tracking what they're spending in the cloud, SLAs, monitoring up and down the technology stack from the server level up.

"We provide that complete customizability and provide an end-to-end enterprise solution. The support aspect, for enterprises, once they start bringing these applications up in the cloud, they want to be able to get support on those. We've been providing technical support on 600 different open-source packages for the last six years."

And that leads into what many of the PaaS experts we spoke to thought 2012 would be about: support. Jerry Chen, vice president of product management and product marketing at VMware, said he expects next year to be more about targeted vertical PaaS offerings than about the commercialization and enterprise readiness of existing PaaS offerings.

"If you think going forward, one of the trends you'll see will be solution-focused offerings or vertical offerings. There will be a mobile PaaS, a financial services PaaS, or a healthcare PaaS," he said.

"They'll combine that with data and services that enterprises want. If you go down deep on financial services, they want a large database with real-time data feeds. The core offering should be a common open PaaS, with solutions and services specialized on top."

And with those verticals comes the requirement for support and SLAs. Red Hat's Roth said that service and support offerings around PaaS will be the biggest trend for 2012.

"The first big trend is supportable commercial-grade offerings," he said. "The reason everyone's taken so long to do it is because you're going to give someone a service-level agreement, you're going to take care of security, etc.

"These are giant stacks that go very deep. It's one thing to grab Tomcat off of the Internet, put a UI on it and say, 'We've got a PaaS.' But when you go 'OK, I have to be able to update security on everything and make changes and fix holes,' it's a lot of work. There's a lot of operational stuff that has to be put in place. Some PaaS vendors are going to have to change what they use in the stack when they commercialize, because they've got to support it." ▮

Metro, WinRT Fate of

Microsoft's bold new platform will push developer skills into new areas

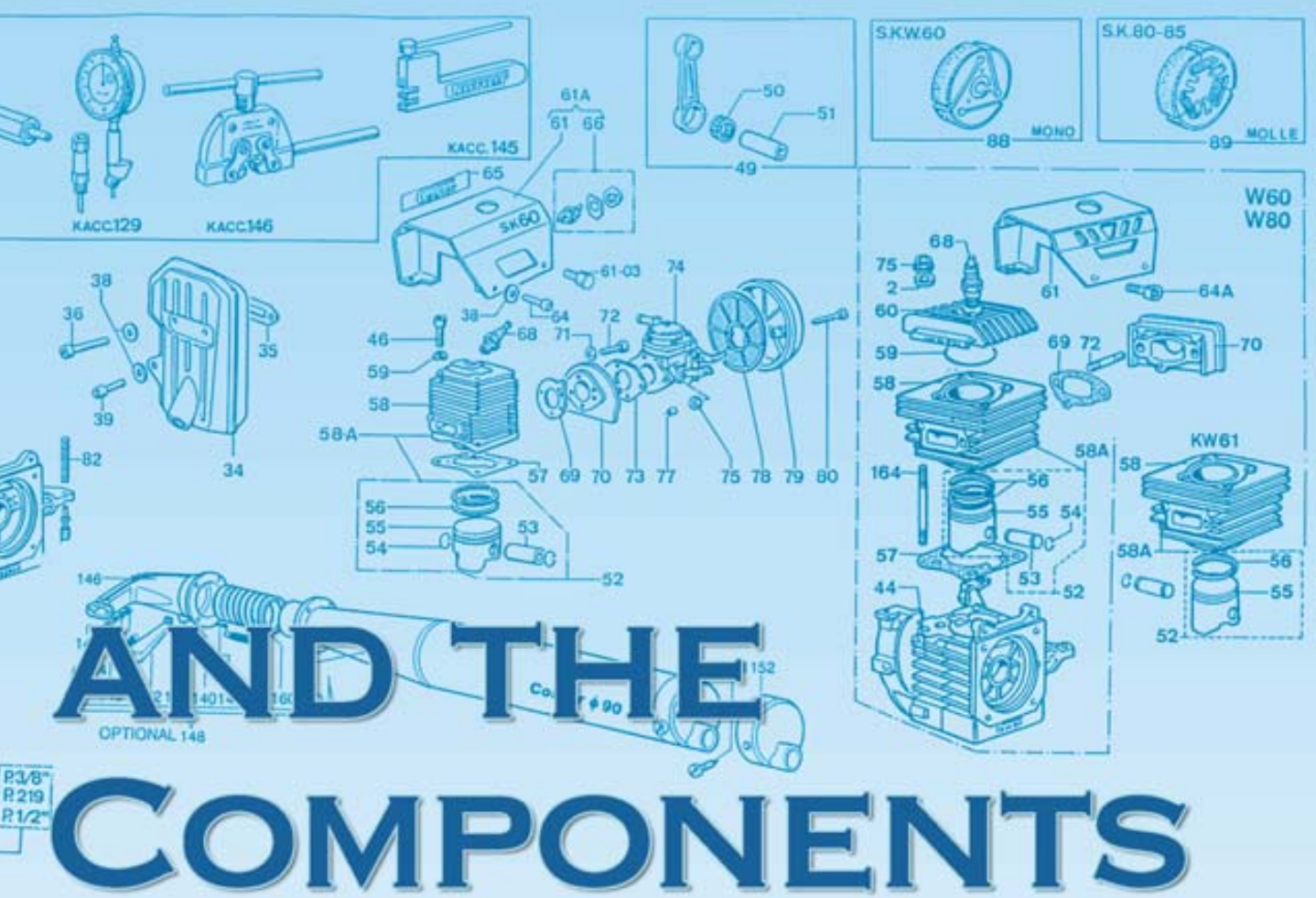
BY LISA MORGAN

Microsoft's in-depth preview of its new Windows 8 operating system has some developers rethinking next-generation applications. While the sleek Metro UI and flexible Windows Runtime library (WinRT) inspired "oohs" and "aahs" when unveiled at September's BUILD 2011 conference, there is still some heavy lifting to do by Microsoft and the developers who will be building Metro-style apps.

Not since the move from DOS to Windows has Microsoft made such a dramatic change to its user interface. After years of mouse-driven desktop experiences, the Windows 8 preview delivers an immersive user experience that's optimized for touch (although it also supports mouse, keyboard and pen input).

The new Metro UI features 2D tiles on a full-bleed canvas. The tiles can be used as shortcuts to app functionality, or they can be fully functional apps that surface live content feeds such as weather conditions, pictures, friends' status updates, and stock prices. The Metro UI has already been incorporated into Windows Phone 7 and Xbox, while Metro design language elements or design principles have appeared in other products over time, including Zune.

"The Metro UI is an important part of Microsoft's identity," said



AND THE COMPONENTS

Todd Anglin, chief evangelist at Telerik. "It's a focused play that makes Windows relevant to consumers, and it provides developers with a stronger visual language."

.NET components love Metro

Although Microsoft was late to the smartphone and tablet markets, .NET component providers say that its contributions will more than compensate for its tardiness.

"The Metro user experience is leaps and bounds ahead of anything else out there, including iPhone and iPad," said Jason Beres, VP of product management at Infragistics. "Apple defined smartphone and tablet user experiences; Microsoft is redefining them. Windows 8 is Windows reimagined."

Miljan Braticevic, president and CEO of ComponentArt, agreed, calling Microsoft's moves bold and innovative.

"It's obvious that Microsoft is delivering a powerful development platform and UI paradigm that makes iOS and Android outdated," he said. "The real estate use is far superior to other platforms because Metro uses all the pixels for content instead of buttons and toolbars."

Julian Bucknall, CTO of DevExpress, is a fan of Metro's look and feel.

"I like how you can drill down from a tile or have a live tile that's being updated with information without you having to drill down," he said. "It's also nice to be able to move things by directly manipulating them rather than jumping back and forth between a mouse and a keyboard. For real work like writing, you still need a keyboard, but it will be interesting to see what new paradigms come out of this."

Given the "touch first" design of Windows 8, Metro-style apps are envisioned as being small and specialized rather than large and feature-bloated like the desktop applications built for previous versions of Windows. Windows 8 also has a desktop mode that's just a click away from the Metro-style start screen, which is wise since traditional desktop applications aren't expected to change dramatically in the short-term, especially among business users.

"No one's going to stop developing apps for existing platforms," said Bucknall. "The platforms are still relevant, but developers may nevertheless want to develop new apps or target new hardware."

While Metro apps may become an instant hit with consumers, developers nevertheless need to think of the use case, as Metro apps may not be appropriate in all circumstances.

"Developers need to understand Metro UI concepts and what they're intended for," said Telerik's Anglin. "Metro isn't a silver bullet, so not everything has to be shoehorned into it; otherwise you'll get an inappropriate result."

Developers building line-of-business (LOB) applications may want to consider the use cases for Metro-style apps and desktop applications in tandem as business users may well want a

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full-featured application on the desktop and a Metro-style app on the go.

Getting to know WinRT

As always, new technology requires some sort of learning curve, which varies depending on a developer's prior experience. The good news is that the WinRT APIs are built into Windows so developers can use their language of choice, whether it's C, C++, C#, Visual Basic, HTML5 or JavaScript. Although an existing eXtensible Application Markup Language (XAML) application can be transformed into a Metro-style app with WinRT, component providers warn that familiarity with WinRT will be essential to building truly great Metro-style apps.

"Spend time learning WinRT before making a commitment because you'll need to understand what is and isn't supported," said Infragistics' Beres. "A large, complex application will have to be reworked because it's not as simple as a namespace change."

.NET developers not yet familiar with XAML will have a bigger disadvantage than Silverlight or Windows Presentation Foundation (WPF) developers because they will have more to learn, component providers said. Although .NET developers can leverage their core knowledge, they will nevertheless need to understand the differences between the .NET framework and WinRT because they are not the same thing.

"In .NET, everything is sync and in Metro it's async," said Beres.

There are also some core changes to the algorithms that will require new coding. Developers who are already familiar with XAML will need to understand which services and namespaces are supported, how the threading has changed, and more.

"It's clear that all Silverlight and WPF investments are relevant because there are no major new paradigms to learn," said ComponentArt's Braticevic. "To get ready for Windows 8 and Metro, keep plugging away at current XAML technology and keep close tabs on the previews and the beta."

DevExpress used Metro as the template for its WinForms controls.

XAML developers also have had the benefit of feature parity between Silverlight and WPF, from Microsoft and some of the control providers. Telerik has been providing identical APIs, so developers can simply cut and paste Silverlight code into WPF, for example.

"XAML translates between Silverlight and WPF, but its future is uncertain," said Anglin. "XAML will continue to live on the desktop and Metro, [but] WinRT changes how it runs."

DevExpress' Bucknall agreed, adding that the details matter.

"You can design controls and a UI with XAML, but the data interface is different, so you need to learn to talk to WinRT and understand how controls interact," he said.

"Understanding XAML is extremely important to WinRT. If you've been developing WinForms applications and want to continue to target the desktop, you'd use the desktop version of Windows 8, but if you want to create Metro apps, the sooner you use XAML, the better."

Although several component providers offer Silverlight and WPF controls, the controls are not quite right for WinRT because WinRT is not .NET.

"Microsoft drew a line: There's WinRT and the .NET framework, and the two sides don't talk," said Beres. "That means developers and enterprises have to make a choice and consider the target market for an app because you can't just design for the least common denominator."

Beres also said he's seeing a split among developers: Some plan to stick to desktop application development, while others are planning to build apps for the Windows Marketplace.

"Enterprises are not gushing about Metro and WinRT yet because there's a five- to seven-year adoption curve," he said. "Metro and WinRT are just another option. Early on, it's not going to be Metro for some because of the adoption curve, but that's not going to hurt Windows 8. Windows 8 is going to be on every new PC, delivering faster performance and better battery life."

Those who make the move will be able to take advantage of a Microsoft stack that is common across Windows 8, Windows Phone 7 and Xbox.

"WinRT provides a unified way of building apps," said Anglin. "It has one convenient API, so today you can build apps in XAML and tomorrow you can build apps in JavaScript. For developers, it's about choice. It doesn't matter how you come at Windows 8, you're going to get the same result."

An interesting side effect of WinRT's broad language support is that it changes the definition of a Windows developer.

"It's clear that Microsoft wants to

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target professional and casual developers," said Braticevic. "When you assess the platform, you have to be impressed with WinRT. It addresses the Holy Grail of having a runtime that's used in the core Windows kernel, which you can program. At the same time, it offers abstraction."

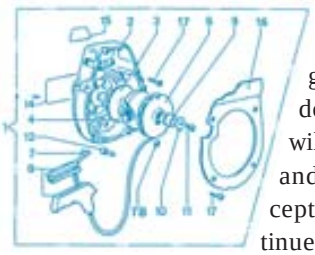
He also said that although the number of professional developers has remained relatively constant, the number of casual developers has been exploding to the point where casual developers vastly outnumber professional developers. Because WinRT makes it easy to accomplish things visually, it is well suited to the casual developer as well as the professional developer.

"The modern UI is brilliant," said Bucknall. "It's new and completely different. We've been programming deeply into Windows with Windows controls. Now you can program to the interface."

Components retain value

Component providers have been an important part of the .NET ecosystem because they've allowed developers to deliver better-looking and better-performing applications faster. Although Windows 8 brings with it a new look and feel, component providers say the value they provide today will be the same basic value they provide tomorrow.

"If you buy our components, you get a set of interoperable components which can be themed together and it will all just work," said Bucknall. "You arrange the screen using controls and write the business logic. The same will still be true in the future because you're buying our expertise."



Eventually, there comes a point when a developer is faced with a build-or-buy decision. Quite often when building a dashboard or UI, it becomes obvious that development time is better spent downloading, learning and customizing a third-party control rather than building it from scratch. Third-party controls are very popular among developers building business intelligence dashboards and data visualizations since their off-the-shelf functionality would be difficult if not pointless to replicate.

"A lot of UI functionality has been commoditized, and if you want sophisticated charting capabilities, you're probably not going to take the time to build them," said Braticevic.

While the value proposition of controls and control providers may not change, the design of the controls likely will in light of Metro.

"When you're building for Metro, you have to build for touch; you can't simply just port or reuse components," said Beres. "We make high-performance grids and charts. We'll do that for Metro, but it will fit into [Metro's] 'fast and fluid' [design concept]. As always, we'll continue to add value beyond what Microsoft provides. No matter what device or operating system you're targeting, there's always great value in the third-party ecosystem."

Already, some providers have taken a first step toward Metro styling. DevExpress offers touch support as well as several Metro-inspired WinForms controls so developers can get the look and feel of Metro-style apps.

ComponentArt is providing on-the-fly HTML5 conversion for developers building dashboards and business intelligence front ends using Silverlight or WPF.

"Using Visual Studio 2010, you can build a XAML dashboard and target any mobile or desktop device," said Braticevic. "There's a lot of demand for that because people want to deploy HTML5 apps to iOS and Android devices. The problem is, the HTML5 tools are very primitive, lagging several years behind .NET tool sets. We allow you to use .NET charts, gauges, timers and navigators and take advantage of all the features in HTML."

ComponentArt's technology also follows Model View ViewModel (MVVM) architecture guidelines, so it is capable of converting user interaction logic from .NET MVVM to HTML5 or JavaScript automatically.

Infragistics offers HTML5 and jQuery controls. In addition, it is providing a Metro-inspired theme for all its UI controls. According to Beres, the company plans to roll out additional XAML improvements in 2012.

"We've built some things, but we want to see the beta so we can build controls," he said. "What I love about Metro is that Microsoft didn't just copy

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Telerik uses the Metro UI on its ASP.NET and WinForms controls.

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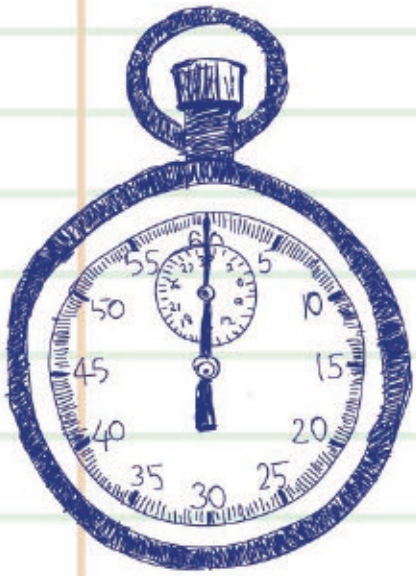

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what was done for Windows Phone 7. They're focusing on the tablet, making everything fast and fluid. For me, it makes the whole thing exciting, as if I'm a consumer."

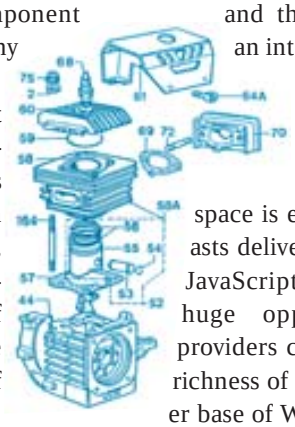
Telerik offers WinForms and ASP.NET controls that support Metro-like UIs. It also has an HTML5, jQuery-based framework for building modern HTML apps called the Kendo UI.

"The writing is on the wall," said Telerik's Anglin. "The Metro UI is the design style. You don't have to wait to get it. You can use our WinForms and ASP.NET controls today. In the Q3 2011 release, we added touch for Windows 7 and panorama controls so you can slide tiles in WinForms. It looks like Windows 8, and at the same time customers know the technology they're already using can be made relevant, which is good because the old stuff isn't going away."

Moving along with Windows

The component providers are currently pondering how Metro may affect their control offerings, but they're waiting for the beta before they get too serious about future product directions.

"Unlike Silverlight, Windows Phone and WPF, there's no shared code between WinRT and .NET," said Infragistics' Beres. "The component model is different, which is why we want to see the beta."



Moving forward, component providers will continue to provide value-added capabilities that are not available natively in Microsoft products. However, since Windows 8 represents several dramatic shifts, the types of controls and tools they provide will evolve to meet the needs of developers and their end users.

"We have to look at all our controls to see which will remain relevant, what controls people would like, and what kind of user controls will be necessary to deliver the great user experience," said Bucknall. "Microsoft [has] created basic controls like Tiles and ListBox, which you get with WinRT, so we'll have to think of new user paradigms, which may open up new opportunities."

'WinRT provides a unified way of building apps. It has one convenient API, so today you can build apps in XAML and tomorrow you can build apps in JavaScript.'
—Todd Anglin, Telerik

Although the potential opportunity is huge, it is too early to say with confidence what new tool component providers will provide, because they're not yet sure themselves.

"With Metro, it's quick swipe versus hard data entry," said Infragistics' Beres. "In the beginning, Metro will seem more familiar to some in desktop mode, but the beauty of it is you can flip seamlessly back and forth."

Component providers are nevertheless excited about the possibilities that may include new customer bases, control enhancements, and entirely new controls, among other things.

"The writing is on the wall for Metro/Windows 8/WinRT: No other technology is as universally supported as HTML5," said Telerik's Anglin. "Google, Amazon, Microsoft and Adobe are all on the same page even, and they're competitors. It's an interesting alignment that HTML5 is the singular platform for software development."

Because the HTML5 space is exploding with enthusiasts delivering cool software and JavaScript libraries, there are huge opportunities for tool providers capable of bringing the richness of .NET tools to a broader base of Web developers.

"With JavaScript, there's no unifying library," said Anglin. "You have to hunt for jQuery, templating, and data binding, so you end up with a Frankenstein user experience if you self-assemble it. And the baseline is hard to maintain, upgrade and learn because you don't have anything that makes stuff just work.

"That's why we developed the Kendo UI. There's also a big vacuum in the HTML space, so between JavaScript and HTML5, our audience expands significantly to PHP, Ruby and Adobe."

Factors influencing innovation

Depending on a developer's background, there are several factors that will influence his or her learning curve, including familiarity with user requirements for touch-based applications and knowledge of Metro, WinRT and XAML. While Metro-style apps will likely be more popular among consumers than enterprises, business intelligence and data visualization are expected to be sweet spots.

"Metro is not a platform for today," said Anglin. "Data snacking, mashups, contact news feeds and casual games are not the same as desktop applications that require rich data input or calculations. Microsoft is very clear about this. There are 450 million plus copies of Windows 7 out there, so Windows 7 isn't going away. If you need to support Windows 7, you better be sure you're using the right software."

While some see Windows 8 Metro apps as complementary to desktop applications, others say business application landscape may well evolve as a result of Windows 8.

"Unlike a regular workstation [running traditional applications] with a keyboard, mouse and big screen, Metro apps are touch-based. The UI paradigm for the desktop is inappropriate for Metro," said ComponentArt's Bratic-evic. "As an example, Microsoft Office will need to be reimagined because users will be accessing the application

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differently. Since Metro is really targeted at a smaller form factor, the UI and interaction represent challenges and opportunities for developers. Certain applications may change entirely."

ComponentArt's interpretation of evolving UIs and interaction models is evident in its TimeNavigator control, which allows users to visualize business data in the context of a particular point in time or within a chosen date range in a Metro-like, fast and fluid manner.

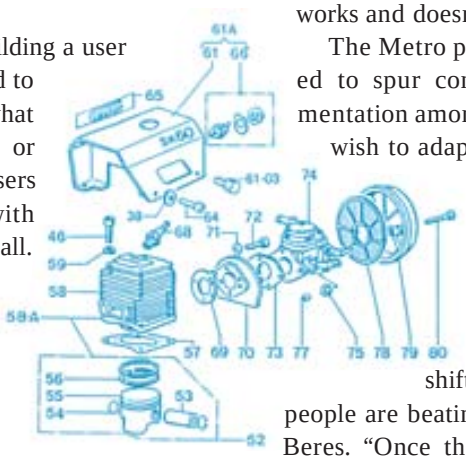
"We reimagined the typical UI for date ranges because if you're using two calendars or tabs, it requires a lot of clicks," said Braticevic. "With TimeNavigator, you can get the information you need in one swipe. And because the screen real estate is dedicated to the control, users can easily scan data and see patterns. As we move forward, it will be acutely important to be able to build immersive apps."

ComponentArt uses Metro-like designs to visualize business data for TimeNavigator.

Using tiles

Although it is not yet clear what the final version of Windows 8 will look like or what innovations third parties may add to the mix, there appear to be considerable opportunities to innovate as it relates to the use of tiles, the communication between Metro-style apps, user preferences, etc.

"When you're building a user experience, you need to make it obvious what screen elements do or don't do and how users should interact with them," said Bucknall. "If the functionality a user seeks is not easily discoverable, or it appears that all screen elements will behave the same and they don't, you're wasting the end user's time. Users need to know where and how to touch a screen, so you don't want to confuse a user with tiles that look like they do something but they don't, or vice versa."



Bucknall also said that given the evolution of Windows, Visual Studio and Expression Blend, developers have had to develop a keen understanding of design.

"For the last several years, developers have had to learn to develop a designer's eye. The problem is, they're not designers, but they nevertheless have to understand what a designer is trying to achieve," he said. "Whether you're writing a Metro app or an iPhone app, you have to have a designer's eye. You may need to have a designer create assets, but at least you can have a relevant discussion about what works and doesn't work."

The Metro paradigm is expected to spur considerable experimentation among developers who wish to adapt existing applications as well as those building completely new applications.

"Right now it's too early to see a shift because so few people are beating on Metro," said Beres. "Once the general population sees the beta, companies will start thinking about the types of applications and experiences they want to deliver that differ from desktop applications. Metro on the phone is so different from anything out there."

While Metro is targeted primarily at tablets, it easily scales to very large multi-touch screens as well. If or when touch makes its way to mainstream desktops is a point of debate. Some smartphone and tablet users are beginning to touch their desktop screens out of habit, a new reality that hardware manufacturers like Dell and Lenovo are trying to exploit.

Yet, while touch is ergonomically sound for smartphones and tablets, it is far less practical as the primary mode of input on a desktop screen. Will Metro ring in a new era? The short answer is not immediately and not in isolation.

For now, developers have more than enough to think about as they ponder whether or not to build Metro applications, and if they do, how the applications can be best designed to meet the real needs of end users. In the meantime, component providers suggest developers familiarize themselves with WinRT and XAML if not HTML5.

"HTML5 developers have the best chance of developing least-common-denominator applications," said Beres. "You can write a rich HTML5 app today that will run on IE10 and WinRT without big changes."

Bottom line, Microsoft is making a bold step forward with Windows 8 that will open up new opportunities for developers and component providers alike. While some fear the changes ahead, others are looking forward to the updated playing field with great anticipation. ▮

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Kinect to your

Microsoft's technology is a game-changer in the movement toward motion input

BY PATRICK HYNDS

It is an exciting time to be in the world of software development, yet by the same token, it is a scary time. The pace of change seems to be ever-increasing, and things that were stable for a long, long time are experiencing revolutions. User interfaces and user interaction modalities are no exception and may be the areas that end up causing the most turmoil for development teams in the years ahead.

The question used to be whether an application was best suited to Windows, which required an installer, or if it would benefit from an installer-free Web application format. We still get to make that decision, though it is further complicated by client technology choices, but now there are extra dimensions that complicate decisions far more than extra choices. There is a batch of technologies pushing the possibilities of interface design to the next level.

If HTML5 jumped to mind, then you are on the tame side. While HTML5 does promise to bring media and game-like interfaces to the browser, it is not going to be nearly as disruptive as products like the Microsoft Surface and Kinect. They represent the wild side of things because they embody moving away from the keyboard and mouse input as the primary interface to the application. These are not just for games, as we will see by the examples of where these technologies are being leveraged already. (If you have not heard of the Surface before, in its first version, it is a coffee table-sized and shaped computer screen that lets users interact with it via as many as 20 discrete, simultaneous touch points.)

There is a strong temptation to consider these as amusing niche technologies that do not have any bearing on the future of business applications or even consumer applications beyond games. For another year or two, that is probably a low-cost strategy, but it assumes that this is not the direction of things to come, and that is a mistake. The danger for developers and project managers is that there is risk in adopting these new technologies immediately and there are risks in not embracing them early enough. If you ignore them, the world can—and likely will—pass you by. If you embrace them and try to just

applications

wedge them into your old designs, things are not going to work. The trick is to understand where they fit and how they can be used effectively.

Reach out and touch

The first of the next-generation interfaces that everyone would agree has fully infiltrated society—and done so seemingly with blinding speed—is touch interfaces on smartphones. It is easy to overlook this development since it seems to be niche and suited to purpose rather than the start of a change in the bigger picture. All of the smartphones out on the market that are vying for dominance use the touch interface made popular by Apple with the iPhone. Apple did not invent touch as an interface of course, but it certainly brought it mainstream.

Now, flick and pinch are part of the general computing vocabulary. If that last sentence contains two words that have no meaning for you, and English is your primary language, then you must get up to speed with touch interfaces and jargon immediately. Step one is to get a touch interface phone, most likely running an OS from Microsoft, Apple or Google, and then use this guide to explore the touch interface. Even if you know what flick and pinch mean, you might find the guide useful.

The mistake is to assume that this revolution ends with phones. We are already seeing that tablets are participating in this touch revolution, and the coming Windows 8 has already sworn allegiance to supporting touch in a big way at its core. It is not just for games and it is not just for phones. If you have trouble imagining how this will spread to business apps or productivity applications in general, then join the club, but that is all the more reason to get ahead in understanding the potential. As you will see, these are some of the places where next-generation interfaces are already making inroads. Computers beyond tablets are the next step in the progression, and Microsoft's Surface, which will soon be released as version 2, embodies where this interface can go.

If Microsoft appears to be playing catch-up in the next generation interface space because of the early success of others in the phone market, then you might be surprised to learn that it is actually a pioneer. While Apple unveiled the iPhone in January 2007, Microsoft started on the Surface in 2001.

I got the chance to talk to Bryan Coon, lead software engineer at InterKnowlogy, about the Surface and Kinect development. InterKnowlogy is one of the companies leading the charge to bring these technologies to business applications, and Coon has worked on a number of very interesting projects.

He said the Surface works well with "attract attention-type apps" because they grab attention and support from multiple users all poking and prodding from all angles. In the computer world, the Surface produces something akin to the street performer effect where people want to walk up and play with it. The Surface makes you want to touch it and interact with it. I have been around the Surface for a while now and admit that is

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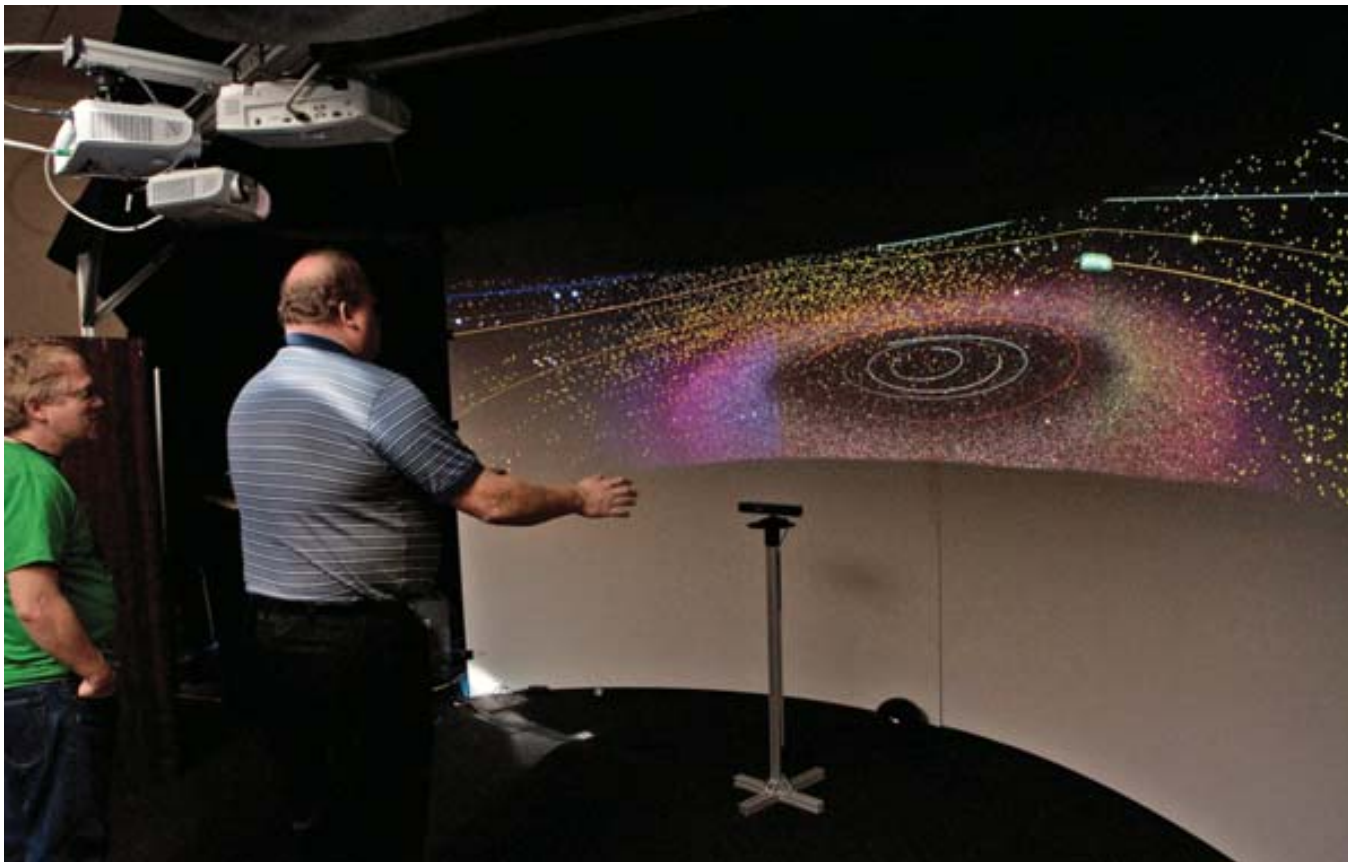

Jonathan Fay of Microsoft Research navigates the heavens via the WorldWide Telescope as if he is conducting an orchestra.

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still my first inclination when I see one.

The primary interactions with the Surface are based on touch, including flicks and drags, though keyboards are typically on-screen and appear as needed. Coon said the InterKnowlogy approach is to "envision groups working with it together." Touch is demanding for a developer, but very satisfying to the user when done well.

The Windows 8 Metro interface is instructive in this regard in ways I had not considered prior to the Build 2011 conference last September. Microsoft has put a lot of thought into how touch changes the game beyond phones and the kinds of applications that work—and the kinds that do not work—with touch. A key takeaway is that performance is critical in any touch-enabled system or application because the interface must react fluidly and instantaneously. This has driven many of the decisions that shaped the iPhone and subsequent iPad experience. The problem is that Apple was not at all transparent on why they did not allow multitasking and other tradeoffs meant to ensure responsiveness.

With a touch interface, any freeze in the UI—even for a second—is user-confounding and a deal-breaker. This is why Windows 8 development makes such a priority of asynchronous tasks, to prevent the user interface from blocking.

Building from the ground up

The development tools and the infrastructure are catching up quickly to help us build touch-enabled applications. For example, software development tool vendor DevExpress is committed to touch for all products, supporting even a touch-capable grid control.

One of the key challenges is to not force touch support into a project by shoehorning the functionality into existing interfaces, but to take advantage of the new capability to enrich the experience and make using the application easier. InterKnowlogy bundled some of its experience into a scatter control that enables multi-touch (provided of course the hardware supports it). It can be found at firebrick.interknowlogy.com. Knowing what tools are available is an important part to being in a position to use these new interfaces when the opportunity arises. A really great example of leveraging the strengths of the Surface is InterKnowlogy's Warehouse Commander application, which takes data from Microsoft Dynamics and allows a shipping warehouse to optimize bin placement for greater efficiency, all with a very visual, touch-enabled application.

Touch interfaces are cool, but they have their limits. When you look beyond touch interfaces, things get a bit less defined. For example, swiping a finger across a display or interface-enabled surface is clearly touch, but what about putting an object on a tabletop device? This is a common element of the demos we see with future interfaces, and the Surface even has a tag system to support this kind of interaction. Then there are waves, pointing, and any number of other motions that are referred to as spatial gestures. In techie circles, we tend to call these "Minority Report"-style

interfaces after the Steven Spielberg movie starring Tom Cruise that depicted characters using interfaces that are just one step short of "Star Trek's" Holodeck.

The more correct term is to refer to it as a NUI (Natural User Interface), and the Holodeck is the best example of where things could be heading, though probably not in my lifetime. The common theme when NUI is discussed is invisible, or non-intrusive. By that definition, the Kinect gets us most of the way there. By this definition, the goggle screens with gloves from years past also fit the NUI category technically, but they fail on the non-intrusive point. Microsoft gets it, but as always, it needed competitors to force it down the road.

In fact, right around the time Microsoft was prototyping the first Surface device, Spielberg worked with Microsoft to help understand futuristic interfaces while making "Minority Report." As previously mentioned, this film is widely referenced as the poster child for NUI interfaces, with depictions of the protagonist plucking virtual objects in a virtual reality interface (i.e. performing spatial gestures to control the system). Spatial gestures in the Microsoft world are the province of the Kinect, which will be discussed in detail later in the article.

Neil Roodyn, director of nsquared, talked about a system he has worked on where the user is immersed in a building and can manipulate fixtures, including swapping out doorknobs and moving lamps and other furniture with gestures. The system he displays supports touch through tablet integration, but it also goes beyond that to what he calls "vision systems." By this, he means a system that understands the context on the environment as a person seeing it might—not only knowing that something is placed on a touch surface, but what was put there and by whom.

During a talk that Roodyn delivered, he used the Kinect as the provider of a rich vision system for accomplishing that environmental understanding thanks to the three cameras, an infrared array and a microphone array it provides. During that same presentation, he pointed out a pretty amazing video that Corning produced over a year ago titled "A Day Made of Glass." It showed where the company imagines it could take its products in a way that leverages the touch interface.

The Surface is a different market than the other technologies discussed. It costs thousands of dollars, making it very expensive when compared to the Kinect or even a touch-enabled tablet, but it was never meant to be a mass-market device. Conversely, the Kinect was really never meant to be a general-purpose input device.

Kinect, a game-changer

The Kinect is a whole different animal, and is likely a major game-changer in much the same way the iPhone was for touch going mainstream. The entry level for the user on the Kinect is much lower, with a price point under US$200.

It was originally called Project Natal, and I first heard about it when someone pointed me at a video that showed it as the answer to the Nintendo Wii game system, but raises the bar by taking the controller out of the picture. It is turning out to be a game-changer that is surprising everyone, including Microsoft. It one-upped the Wii's motion-based interface, but added the concept of not requiring a controller of any kind.

Nintendo certainly deserves some of the credit for putting us on this road, as Microsoft does its best innovation in response to a competitive threat, and the Wii control and balance board set the stage. The Kinect was dubbed the "fastest-selling consumer electronics device" after selling 8 million units in the first 60 days.

It was not long before developers started to hack at the device to figure out how it worked and how it could be leveraged outside of the Xbox 360. In fact, there are all kinds of videos and guides from about a year ago showing how to rig up the USB-like plug from the Kinect so that it could be connected to a PC USB port and be supplied external power. This all seemed to catch Microsoft by surprise, and since it all actually violated the terms of use, there was an expectation that there might be a backlash from Microsoft.

Rather than clamp down on these early innovators, Microsoft adapted by developing a plan to create and release a Windows SDK to let developers put the Kinect to work for Windows applications. The Kinect for Windows SDK, along with resources such as tutorials, is available at www.kinectforwindows.org. The current set of bits supports Windows 7 and the Windows 8 Developer Preview, and is for non-commercial purposes with the commercial version promised in "early 2012."

We will discuss what exactly the

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A patient works with the infinitely patient Xbox 360 as part of her neurological rehabilitation.

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SDK provides in a bit. There is one small bit of hardware beyond the Kinect sensor bar itself that you will need if you want to embark on playing with the Kinect SDK, and it has to do with the USB-like interface of the Kinect sensor. You do not have to break out your soldering iron to try it out because Microsoft and third-party provider Nyko have made available an adapter that lets you plug the Kinect into older Xbox 360s that do not have the proper connector for the Kinect.

I suspect that the vast majority of people buying these today are using them to adapt the Kinect to a PC for programming purposes rather than for older Xboxes. The adapters also provide power via a plug since the Kinect plug powers the sensor as well. That is a great deal for $25 to $35 since you can avoid messing with trying to build your own.

The Kinect for Windows SDK still has Microsoft Research's fingerprints all over it. That is by no means a bad thing since the most jaw-dropping, cool things from Microsoft typically have their start at Microsoft Research. The first thing you have to do when starting a project that leverages the Kinect is to add a reference to the Windows.Research.Kinect DLL. The SDK comes with samples that are a great help in getting started, including the Shape Game and the Skeletal Viewer.

'A common mistake is to try to drive an old-stype app without rethinking it. The Kinect is not just a new mouse.'
—Bryan Coon, InterKnowlogy

The source code for these two samples will be invaluable to jump-starting your understanding of how to make use of the capabilities provided by the SDK. The latest version of the Kinect for Windows SDK provides access to raw data streams from the depth sensor, color camera and the microphone array that consists of four microphones. This is the source of the ocean of data alluded to in my conversation with InterKnowlogy's Coon.

One of the key functions is skeletal tracking, since whole-body tracking is a great way to provide control, and both of the sample programs make good use of it. Many of the improvements to the latest version are to the skeletal tracking system, including a speed and accuracy boost. There is also now support for losing connectivity with the Kinect without losing everything (a problem with the past version).

Design moves at start

The ultimate question, as nsquared's Roodyn put it, is "whether this is evo-

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lutionary or revolutionary." I agree with his position that it is in fact revolutionary, which means that you cannot just forklift these interfaces into your old applications. That is the true hazard, since classic interfaces will be viable for the foreseeable future, but murdering the user of NUI interfaces will cause much more frustration for all involved.

When developing a system, the time to include these interface mechanisms in the application is at the very start of the design phase. Every week there is a new video available that shows how people are leveraging Kinect, and they seem to fall into two categories: those that seem like they just are using voice or gesture to do what a mouse and keyboard could do, and those that accelerate the user experience by making use of the extra dimensions.

As a user, I know that I want the system to intuit as much as possible, but no more. I want it to demand natural gestures rather than make me learn an abstract motion vocabulary. For example, if I am determining whether I want the system to continue to feed me data or stop, I think the gestures used in the card game blackjack for "hit" or "stand" would be easy to grok.

Failing to implement this might make the user raise his or her hand for more data and lower it to stop. For the second, there is no basis for remembering the commands, and if I need a lot of data, I am likely to get tired holding my hand up for a while. Either way though, it is this thoughtfulness that is needed by developers and designers that is annoying when not applied to a GUI application, but disastrous with these next-generation interfaces.

If we look at how the Kinect is being used, we see it in some very innovative applications. For the medical field in general, the Kinect is huge. Some implementations are based on the Xbox 360, such as at the Royal Berkshire Hospital in England, which is using off-the-shelf, Kinect-enabled games to rehabilitate patients' balance, coordination and movement in general.

For a more custom implementation that works on for rehabilitation, InterKnowlogy uses the PC with the Kinect, and bases its code on the Windows Kinect SDK, which is the most interesting way to go, in my opinion. Coon mentioned an application he referred to affectionately as the "rehab-o-matic application," which helps people recover from surgery.

Microsoft photos

A student uses his arms to control a remote controlled toy helicopter during a Code Camp in Redmond.

After surgery, there are a number of checkups to see how the patient is progressing. The idea is to use the Kinect to let the patient rehab at home and measure the progress, which is easier on the patient and saves money. The system can even report back to the doctor on how the patient is doing.

One of the coolest implementations for doctors to use while in surgery is by Tedesys in Spain, which allows them to manipulate scans without having to touch anything that is not sterile (or anything at all for that matter). I think it is safe to say that the medical field will likely be a leader in leveraging the Kinect over the next couple of years.

Think before you move

There are so many examples of applying the Kinect. I asked Coon if he found that the Kinect is only for projects that cannot be done some other way. He said, "Certain things it does very well, and some others not so well. A common mistake is to try to drive an old-style app with Kinect without rethinking it. The Kinect is not just a new mouse."

Xbox 360 games have taken many different strategies to adapt to Kinect. For example, Dance Central has done it the right way, according to Coon, because it has limited the controls on screen to make it more of a wizard style. This limits distractions for users and lets them navigate obvious paths. Immediate and obvious feedback is critical, since it is a movement-based interface. One way to think about it is that it is like the old text-based games, where the user has a few choices to make and based on that choice is offered two to four new choices.

There is no expectation that you will drop what you are doing and start your current project over again with these new technologies. However, it is a good time to pay attention and look at where they might fit in your arsenal of tools. Keeping up with new development tools is par for the course, and you should treat these next-generation interfaces in the same way.

Opportunity favors the prepared mind, and if you are anything like me, you will need a good amount of time playing with these things, especially the Kinect, before you can leverage them in the right way for a real project. ▮

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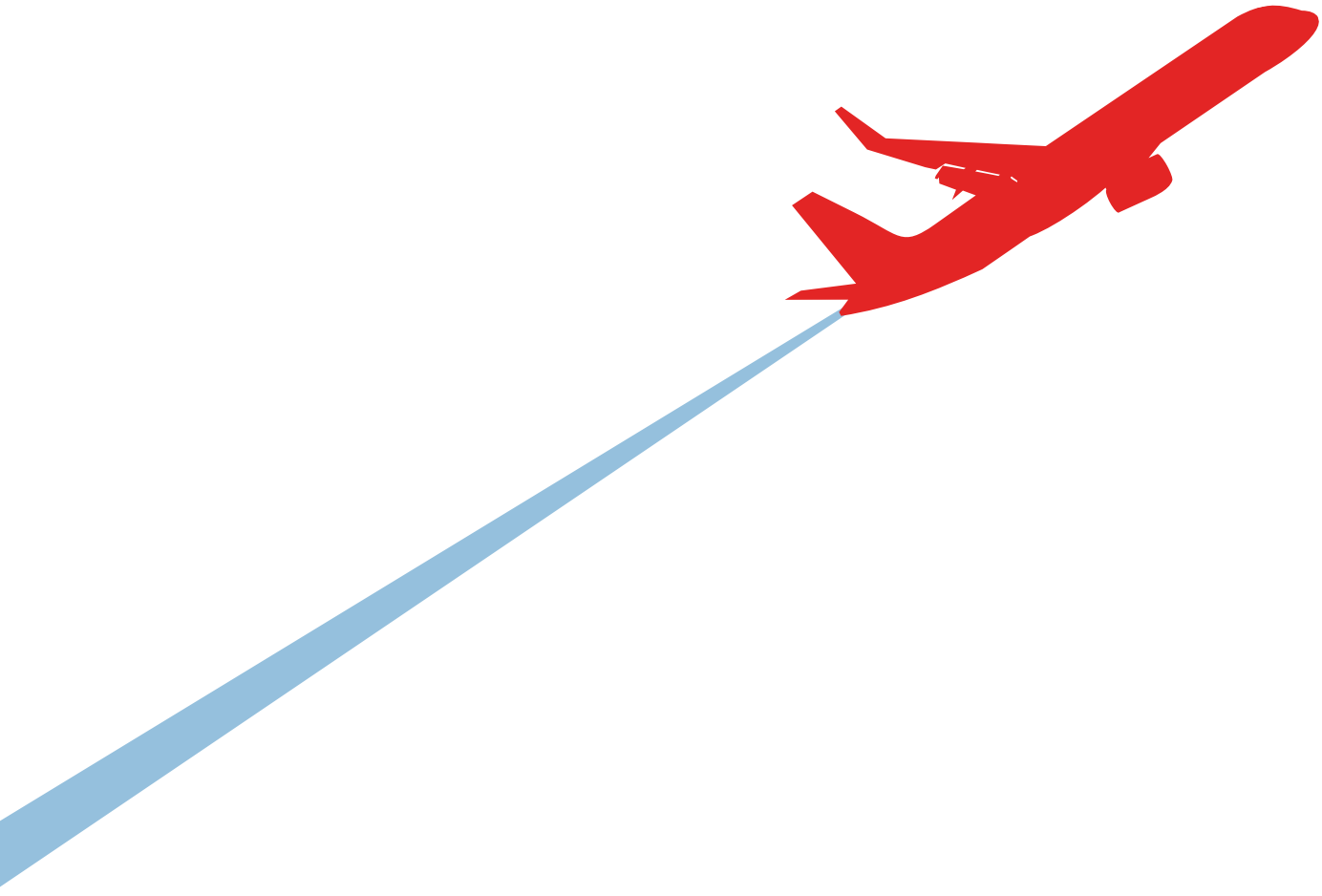

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BY LARRY O'BRIEN

Larry O'Brien is a technology consultant, analyst and writer. Read his blog at www.knowing.net.

The myth of 10X superprogrammers

The recent Forbes article "The Rise of Developernomics" by Venkatesh Rao promotes the idea that excellent developers are an order of magnitude more productive than median programmers, while terrible developers are an order of magnitude worse. This is a widely held belief in the developer community, but is almost certainly a myth. The few studies that have tried to quantify programmer talent have often used students as subjects, have almost always been tests of relatively short-duration programming tasks, and support order-of-magnitude differences between best and worst, not best and median.

I've discussed this before, but it's important to revisit since the claim has such radical implications. A 10X factor in productivity is an extraordinary claim: It's one day replacing a two-week sprint; it's five weeks of work substituting for a year. If such a superprogrammer gets a cup of coffee, it's as if a perfectly competent coworker spent an hour off-task. And the claim is not that such advantages occur in specific tasks or contexts, but that such advantages are inherent in the superprogrammer and extend day-to-day, month-to-month, year-to-year.

It is like the difference between a regular doctor and Dr. House, or between a precinct detective and Sherlock Holmes. If "10X" is really the way it is, the industry must adapt its teams and development processes around these superprogrammers. It implies that hiring is extraordinarily important: Companies must avoid hiring people who are "just" 2X or 3X better than median, because a 10Xer might walk in the door any time.

It implies that experience with tools or libraries is irrelevant: After the week or so it takes a superprogrammer to fully master a new programming platform, their superiority will emerge again. It implies that teams should adopt the Chief Programmer Team model, in which the superprogrammer is not simply first among peers but the centerpiece of all development. It implies that median software development salaries should stabilize or decrease over time, since median programmers are commodities, while the comings and goings of superprogrammers drive productivity. Investing in training programmers is pointless, as their overall contribution is minimal. This doesn't seem to accurately describe, to me, the software development industry.

It seems to me that a more accurate distribution of talent shows significant "positive skew." Excellent programmers can be said to be arbitrarily more productive than very bad programmers, because worse-than-median programmers can range from the merely sloppy to the literally non-productive to, in the worst cases, actively counter-productive (with their flailing making things worse). It's not very revealing to divide by zero. But once one gets better than median, developers start to face headwinds: increasing complexity, the vagaries of human communication, organizational overhead, etc. Although it's certainly true that in specific tasks or areas one sees 10X advantages, these seem to me to invariably be context-sensitive (Adam wrote the library and is a thorough master of it, Barbara knows how to use a parser generator, etc.).

Over long time periods and the varied tasks that typify enterprise development, it seems to me that median developers are pretty darn good and that excellent programmers might be more like 2X-3X better than median programmers. I've been accused of being disrespectful of excellence with this statement, but I don't see it that way: One doesn't demand an NFL running back to have 10X touchdowns to be considered a star, or a baseball player to bat in 10X as many runners to be hailed as excellent.

What's important is not hiring superstars, but avoiding bad programmers who drag down average productivity.

This skewed distribution, if true, has different implications. Hiring is still critical, but what's really important is not hiring superstars, but avoiding (and firing) the bad programmers who can drag down average productivity. If software excellence is a relatively low multiplier over median performance and is context-sensitive, today's median programmer might be tomorrow's excellent programmer (and, to be sure, last year's triumph is no guarantee of this year's). If development productivity is context-sensitive, then training and exposure to a wide variety of contexts is a wise investment. If everyone on the team might have an advantage on any given day, collaboration, mutual respect, and shared code ownership will lead toward higher quality and productivity.

Now that does seem like a description of the industry I know. ▮

eclipseCON 2012

AGILE ALM CONNECT

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EclipseCon 2012 has moved to Reston, Virginia, (close to Washington, DC). Please join us for the annual Eclipse community event, where contributors, adopters, consumers, solution providers and researches gather to learn, explore, share and collaborate.

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Agile ALM Connect is a new conference focused on connecting the tools, agile methods, and people to improve the application development lifecycle.

TOPICS INCLUDE:

- Popular open source projects, such as Puppet, Selenium, Sonar, Git, Hudson, Gerrit, Eclipse Mylyn and Eclipse Jubula
- Best practices such as continuous delivery, Scrum and Kanban, continuous feed back, devops and lean ALM
- Case studies from organizations, like IBM, github, Atlassian, Bosch and Boeing

KEYNOTES

Mik Kersten
Tasktop Technologies

The Future of ALM: Developing in the Social Code Graph

Alex Russell
Google

The Web Platform Is the Past, Present, and Future

K. Venkatesh Prasad
Ford Motor Company

Peter Semmelhack
Bug Labs

Building a Plug-and-Play Application Development Platform for the Car of the Future

Guest View

BY KEVIN PARKER

Gamekeepers' catch and release

Kevin Parker is vice president and chief evangelist at Serena Software, which sells application life-cycle management software.

I've always had trouble with the poachers wanting to be in charge of the gamekeepers. We see it all the time: developers wanting to control the code repository, the PMO wanting to decide what goes in the release. But my favorite is the application delivery team wanting to own release management. It's not right and it needs to stop.

If release management doesn't report to apps and it doesn't report to ops, whom should it report to? Answer: the CIO.

Let's rethink the purpose of release management. For many organizations, release management has become a board-level discussion. The business has time-to-market imperatives that IT is just not satisfying. Application delivery wants to implement more agile ways of working, but the too-infrequent release windows stymie their ability to get perfectly good code out. And the data center is drowning not just in software changes but also in hardware and infrastructure changes, and they need to control the flow.

Change has to happen. It is going to be more complex and contain more risk, and the cadence of release is just going to continue to increase in tempo. I have a customer who releases four times a day, and I read that Facebook releases three times an hour.

What is it that the operations teams need that they are not getting, and what are the application delivery teams doing that overloads the system?

There is a very long list of maladies that are surfacing as full-blown business-critical problems now that the squeeze is on release management. Here are just some of the issues that make release management a battleground:

Software quality is terrible. I know that we have created vast departments of testers and armed them with world-class tools. However, initial build quality is unacceptably low, and developers do too little unit testing and are allowed to get away with delivering code that has had no rigor applied to prove it. And this is because they are under time-to-market pressure.

Why do we give the automated test tools to QA? Make the developers get 100% rates from automated testing before they give it to QA. The QA team did not put the bugs in the code, so they deserve to get better-quality code when it is delivered.

Releases are too big. We have got into the habit of making releases that are the size of the Titanic and are likely to go the same way. These massive releases contain every last item the business analysts, project managers, release managers, architects and developers can squeeze into them. The releases end up having massive prerequisites and co-requisites, contain dozens of requirements, and hundreds of change requests that result in thousands of code changes.

The amount of churn these releases cause and their impact on the system's stability introduce so much risk that it has become incalculable. We have to have more releases, not fewer, and they need to be smaller and thematic. Our mantra should stop being "What else can we squeeze in?" and instead be "What more can we leave out?"

We need more trust. A typical release-management process tests and tests and tests. We go from unit to functional to regression to user acceptance to integration to performance to preproduction, and invariably retest what has already been tested. Yet we find errors that should have been found earlier. So we keep testing instead of fixing the root cause.

Who in the organization has the power to make these kinds of radical changes? Only the CIO.

If we are letting errors through, we need to fix the area that is missing things, *not* add more testing later to compensate. Making the initial build quality better will let us trust our fellow testers and start doing large parts of the testing in parallel. This alone can halve the release time.

Lack of approval accountability. We set up elaborate meetings to get approval from stakeholders for the changes to go into production. We call them million-dollar meetings, with 60 people on the phone who earn more than $100,000 each. When we get to their item on the agenda, they give us a noncommittal "We're happy with it." It has to stop.

The release manager needs to collect electronic signatures. When things go wrong, all the approvers need to answer the question, "Why did you approve it?" We need accountabity and consequences.

Who in the organization has the power to make these kinds of radical changes? Only the CIO. This can't come from the apps team or the ops team.

It's time release management reported to the CIO. It's the only way. ■

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Analyst View

BY AL HILWA

Al Hilwa is program director of application development software at IDC.

After the end of mobile development

Caught your attention? Mobile application development is in its infancy, so how can it be ending? Well, in the next 12 to 18 months, almost all user-facing devices will become mobile, resulting in a convergence of mobile and desktop application models. In other words, mobile application development will become the mainstream style of client-side application development.

This cataclysmic shift will happen because Microsoft has decided to re-imagine the PC to encompass the tablet form factor by embracing a touch-first user interface and a sensor-rich hardware architecture.

Historically, the term "mobile apps" was used for applications whose front end ran on mobile devices, typically phones. The iPhone revolutionized the nature of mobile apps by introducing a touch interface and sensors into the device, and that functionality was exposed to developers. Android smartphones followed soon after, and recently the iPad and Android tablets have shown us the full power of this new style of user interaction, causing Microsoft to go back to the drawing board for Windows 8.

Throughout the last 12 months, Microsoft gave some hints of this re-imagining by first announcing that it is porting Windows to the ARM processor to enable it to run on the same type of hardware the iPad and other tablets run on, then it showed a touch-first interface based on the Metro UI it introduced in Windows Phone. Most recently, Microsoft revealed the programming model for Windows 8, and the variety of languages and APIs developers can use to build Windows 8 touch applications.

The future of the PC: Microsoft's re-imagined PC is a dual-personality device, which, depending on the form factor and chipset, may or may not run existing applications. ARM-based devices will not run existing PC apps without recompiling, while x86-based devices will. Device makers are expected to make tablets as well as traditional clamshell devices that may or may not sport touch-screens.

While users will face more complicated purchasing options, developers will also face an array of choices in programming languages and models. It is expected that Microsoft will encourage Windows ISVs to rewrite their apps for the new interface.

Microsoft's strategy with Windows is in essence to evolve the PC toward tablet devices, which is a departure from the approach Apple followed with the iPad and Macintosh. For Microsoft, the converged strategy makes sense because its success will depend on bringing the depth and breadth of its Windows ISV ecosystem to its new tablets. The iPad is a formidable competitor, and the success of Windows 8 devices will depend on the portfolio of touch applications that Microsoft is able to build.

For businesses, Microsoft's approach of offering a converged architecture gives it the best chance to retain as many of its customers as possible, as they will be able to support their existing enterprise application portfolios while offering subsets of their employees tablet devices. We have seen the future of the PC, and it is every bit a mobile device.

The future of client application development: The planned evolution of the PC paints a picture of a new world in which all devices are mobile and several platforms compete for the hearts and minds of developers. The broad client-side application developer community will stratify along the major platforms, each anchored by distinct languages and skills.

The client-side application developer community will stratify along the major mobile platforms.

The principle behind platform ecosystems holds that developers are more likely to invest in learning technologies, languages or frameworks that are congruent with technology in the ecosystem or introduced by ecosystem leaders. Ecosystems may not be technologically pure and may share baseline technologies with other ecosystems (e.g., all may offer C/C++ as a language option). Developers may also affiliate with multiple ecosystems.

One ecosystem that has seen considerable growth over the last few years as the Web has become content- and application-centric is the Web developer ecosystem. HTML, JavaScript and CSS are the anchor technologies behind the Web, and while Flash and more recently AJAX have brought true applications to the Web, HTML5 is expected to deliver the Web to its application destiny.

The Web ecosystem is expected to grow to challenge native platform ecosystems, and Web apps running on mobile devices are expected to become a permanent fixture in the future of client-side application development. ▮

David Rubinstein is editor-in-chief of SD Times.

Industry Watch

BY DAVID RUBINSTEIN

Bits from my reporter's notebook

At this time of year, I like to look back at the interviews I've done and the people I've spoken to during the course of the year, to both consider follow-ups in the coming months and to see if there's anything I've left behind. A couple of conversations I had in 2011 fall into the latter category.

I talked to a European startup called Betfair, which has created a platform for "day trading" on the outcome of horse races and soccer games. These outcomes can be bought, sold or traded even while the event is going on.

The reason for the call, though, was to learn about their strong belief in test automation. Euan Davidson, Betfair's automation architect, said the company has built automation into its processes "since sprint one." He said, "In the sprint, features are considered completed when the automation of functionality is proven."

Agile is driving automation... but it has to be baked into the development process early on.

Euan said "lights-out automation" is when organizations run the tests overnight and check it in the morning. Betfair wants to achieve "lights-on automation," which provides real-time feedback on changes to software. "You have to convince the product development people that if they accept an item of any scope, that it has automated testing," he said.

He even has what he calls an "Automation Manifesto." Among the items: Pay now or pay later with interest. "Automation is not a tax," Euan said, "it's an investment."

Another is the "three times rule": if you have the software doing something more than three times, that functionality should be automated.

Agile development is driving automation, but the point Euan makes is that it has to be something that's baked into the development process early on, not something you try to tack onto software after it's passed all the functional testing. "Over the last 10 years, test automation has grown. There are armies of functional testers that click through an application and manually rate defects. But it's hard to get a standard functional tester to do automation. Their minds don't work that way." The whole team has to focus on automation from the outset for the initiative to be successful.

Then, I got a history lesson from Sinan Karaca of InstallAware, which makes installation software for ISVs. Sinan told me that prior to 1999, InstallShield and Wise dominated the installer market. But, he said, things changed in '99, when Microsoft dropped the Windows Installer requirement on the industry.

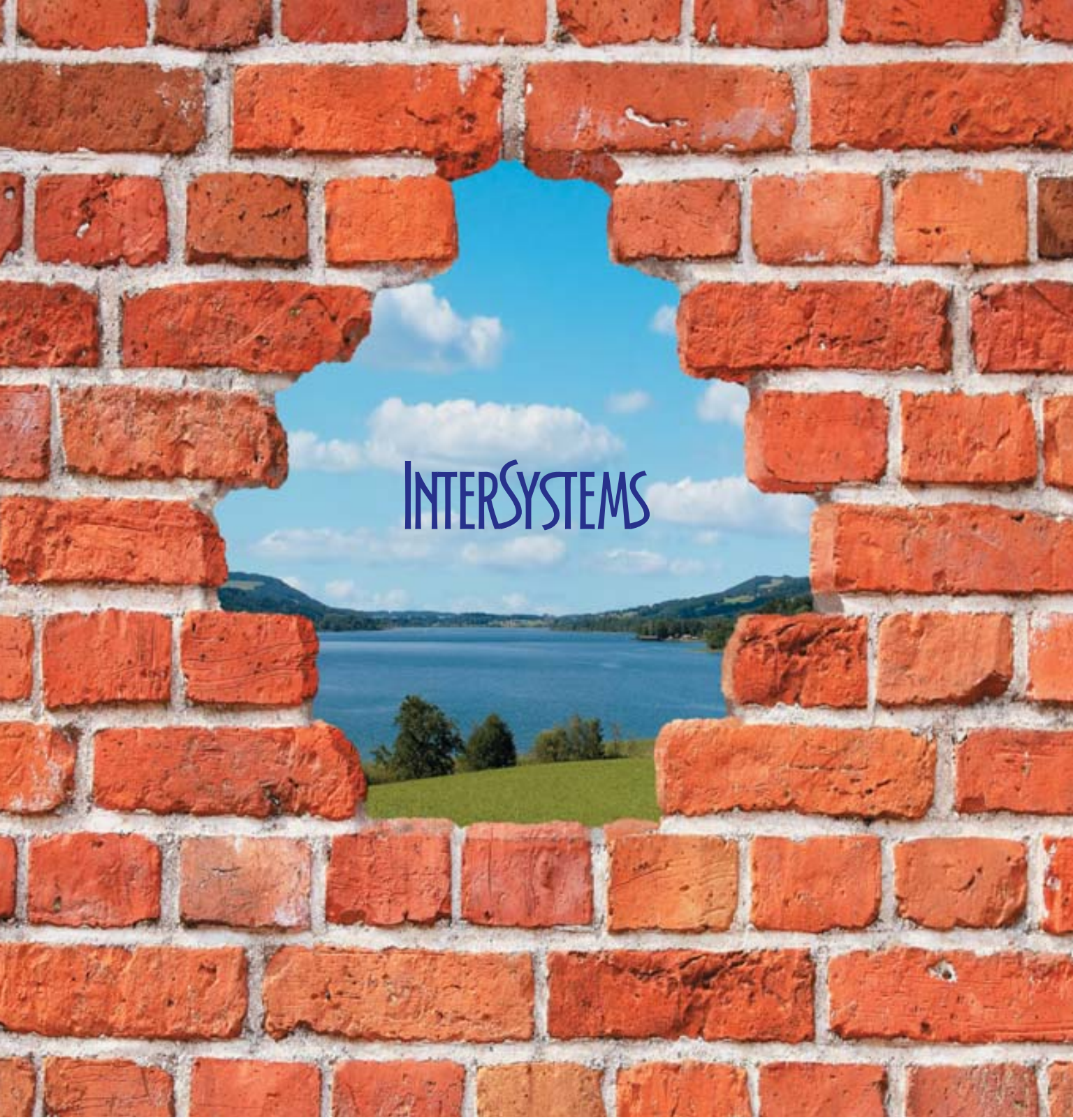
Windows Installer takes a declarative approach to software setup, Sinan said; the installation cannot be manipulated at runtime. "Microsoft opted for the most reliable engine rather than a flexible engine such as InstallShield and Wise, which had to adapt their tooling to Microsoft."

InstallAware, he said, was built from the ground up to transcend Windows Installer by letting users write script packages that target Windows Installer, which allows for effective runtime branching and decision-making. Most of us, of course, simply want the application to load when we run the installer. As ISVs grudgingly move from disk to cloud deployments, installers may well become marginalized anyway. Perhaps this will become clearer in 2012. ▮

Events Calendar

DATE	SHOW	CITY	SPONSOR	LINK
Jan. 15-19	**Lotusphere**	Orlando	IBM Lotus	www.ibm.com/lotusphere
Jan. 26-28	**Macworld Expo**	San Francisco	IDG World Expo	www.macworldexpo.com
Feb. 13-16	**Cloud Connect**	Santa Clara	TechWeb	www.cloudconnectevent.com
Feb. 26-29	**SPTechCon**	San Francisco	BZ Media	www.sptechcon.com
Feb. 27-March 2	**RSA Conference**	San Francisco	RSA	www.rsaconference.com
March 4-7	**IBM Pulse Conference**	Las Vegas	IBM Tivoli	www.ibm.com/pulse
March 5-9	**Game Developer Conference**	San Francisco	TechWeb	www.gdconf.com
March 7-15	**PyCon Python Conference**	Santa Clara	Python Software Foundation	us.pycon.org/2012
March 11-16	**SHARE**	Atlanta	SHARE	www.share.org

For a more complete calendar of U.S. software development events, see www.sdtimes.com/calendar. Information is subject to change. Send news about upcoming events to events@bzmedia.com.



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From the Chairman

Make the Most of SharePoint

David Rubinstein
Conference Chairman

Dear SharePoint Professional:

We'd like to welcome you to SPTechCon: The SharePoint Technology Conference, here in beautiful, historic downtown San Francisco.

Aside from the new location, the first thing you'll probably notice about this year's conference is that we've expanded it to four days, to give you more classes to choose from, more time to engage with speakers and colleagues, and more time to enjoy "The City by the Bay."

The first day is our pre-conference workshop day, where you can take a deep dive into SharePoint from your point of view as a developer, admin or end user, for example. Then, for the next three days, you can immerse yourself in SharePoint by choosing the courses you're interested in from among the more than 80 sessions we're offering. After all the hard work is done, relax during our "Lightning Talks," and hear from our speakers and other third-party experts in rapid-fire, highly targeted talks. You might even win a prize!

On Monday, SharePoint911's Todd Klindt and Shane Young will kick things off with an opening keynote. We know you'll enjoy this session from the unofficial "Clown Princes of SharePoint."

Tuesday kicks off with a Microsoft keynote, and the opening of the exhibit hall floor, where we expect more than 50 third-party software suppliers to be demoing the tools that extend SharePoint and add on critical functionality. There's our famous ice cream social in the afternoon, and a welcoming reception on the exhibit hall floor later that evening.

While you're here, you'll have plenty of opportunities to hang out with our faculty members: Microsoft MVPs and some of the brightest consultants working in the field today. And they'll be around for the duration, available to answer your questions and even to engage in brief discussions during the breaks between sessions. Also, our staff is always available and happy to give you materials you need and to help you navigate around the conference to find the classes you're most interested in.

And on Wednesday, the Winner's Circle returns to the exhibit hall floor, where our sponsors will be giving out some great swag for stopping by their booths.

So get ready to take your SharePoint skills to new heights. We're working hard to make this the best SharePoint conference there is. And we're very glad you're here to help make it so!

David Rubinstein
Conference Chairman

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Event Schedule

Sunday, February 26

7:30 am – 7:00 pm	Registration Open
8:00 am – 9:00 am	Continental Breakfast
9:00 am – 10:30 am	Pre-Conference Workshops
10:30 am – 10:45 am	Coffee Break
10:45 am – 12:15 pm	Workshops
12:15 pm – 1:45 pm	Lunch
1:45 pm – 3:15 pm	Workshops
3:15 pm – 3:30 pm	Coffee Break
3:30 pm – 5:00 pm	Workshops
5:00 pm – 7:00 pm	Attendee reception

Monday, February 27

7:30 am – 6:30 pm	Registration Open
7:30 am – 8:30 am	Continental Breakfast
8:30 am – 8:45 am	Welcome
8:45 am – 9:45 am	**Todd Klindt and Shane Young Keynote**
9:45 am – 10:00 am	Coffee Break
10:00 am – 11:15 am	Technical Classes
11:30 am – 12:45 pm	Technical Classes
12:45 pm – 1:45 pm	Lunch Break
1:45 pm – 3:00 pm	Technical Classes
3:00 pm – 3:15 pm	Coffee Break
3:15 pm – 4:30 pm	Technical Classes
4:45 pm – 6:15 pm	Lightning Talks

Tuesday, February 28

7:30 am – 6:45 pm	Registration Open
7:30 am – 8:30 am	Continental Breakfast
8:30 am – 9:45 am	Technical Classes
10:00 am – 11:00 am	**Microsoft Keynote**
11:00 am – 11:30 am	Coffee Break
11:00 am – 7:00 pm	**Exhibit Hall Open**
11:30 am – 12:45 pm	Technical Classes
12:45 pm – 1:45 pm	Lunch Break
2:00 pm – 3:15 pm	Technical Classes
3:15 pm – 4:00 pm	Coffee, Ice Cream – Exhibit Hall
3:15 pm – 4:00 pm	Meetup with SharePoint Experts
4:00 pm – 5:15 pm	Technical Classes
5: 15 pm – 7:00 pm	Attendee Reception – Exhibit Hall

Wednesday, February 29

7:45 am – 4:30 pm	Registration Open
7:45 am – 8:45 am	Continental Breakfast
8:45 am – 10:00 am	Technical Classes
10:00 am – 10:45 am	Coffee Break – Exhibit Hall
10:00 am – 2:00 pm	**Exhibit Hall Open**
10:45 am – 12:00 pm	Technical Classes
12:00 pm – 1:00 pm	Lunch
1:30 pm – 2:00 pm	Dessert, Winner's Circle – Exhibit Hall
2:00 pm – 3:15 pm	Technical Classes
3:15 pm – 3:30 pm	Coffee Break
3:30 pm – 4:45 pm	Technical Classes
4:45 pm	Conference Closes

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"You'll have the opportunity to be exposed to new technologies and have great interactions with vendors. The conference was run very well."

—John Celusak, Desktop Support Specialist, NECA

EXHIBIT HALL HOURS

11:00 am – 6:45 pm Tuesday
10:00 am – 2:00 pm Wednesday

Conference Planner

Sunday, Feb. 26 **Full-Day Workshops** **9:00 am – 5:00 pm**	**Organizing Information in SharePoint Server 2010** Bill English	**Building Business Solutions: InfoPath & Workflows** Jennifer Mason and Laura Rogers	**SharePoint 2010 Administration: An Advanced Look** Todd Klindt and Shane Young	**Business Intelligence: Making the Right Choices** Peter Serzo
Monday, Feb. 27 **10:00 am – 11:15 am**	**How to Be a SharePoint Developer** Andrew Connell	**We've Got SharePoint—Now What?!** Eric Riz	**Looking Under the Hood: How Your Metadata Strategy Impacts Everything You Do** Christian Buckley	**Building a Records Management Practice** Amanda Perran
11:30 am – 12:45 pm	**Upgrading from the Business Data Catalog to Business Connectivity Services — And What to Look Forward to** Brett Lonsdale	**Introduction to Visio Services** Jennifer Mason	**Upgrading to SharePoint 2010** Todd Klindt and Shane Young	**Getting the Most out of SharePoint Search** John Ross
1:45 pm – 3:00 pm	**SharePoint Guidance: Developing Applications — Foundations and Execution** Robert Bogue	**InfoPath and SharePoint Designer 2010 Workflow Best Practices** Laura Rogers	**Taming Information Chaos: Metadata, Taxonomy and Information Architecture Fundamentals** Eric Shupps	**SharePoint 2010 Branding for the Masses** Randy Drisgill and John Ross
3:15 pm – 4:30 pm	**Four Practical Uses for the Client Object Model** Peter Serzo	**Repeated: The Power of Content Types** Laura Rogers	**Office 365—How the Cloud Makes IT Easy and Why That's Difficult** John Ferringer	**SharePoint Authentication and Authorization** Liam Cleary
Tuesday, Feb. 28 **8:30 am – 9:45 am**	**SharePoint for ASP.NET Developers** Rob Windsor	**Delivering Better Business Outcomes with SharePoint Technologies** Dave Healey	**Making Peace with the User Profile Service** Todd Klindt and Shane Young	**Planning and Configuring Extranets in SharePoint 2010** Scott Jamison
11:30 am – 12:45 pm	**Developing with SharePoint Server 2010 Metadata** Andrew Connell	**Get Ready for HTML5 and SharePoint** Dustin Miller and Heather Solomon	**SharePoint Storage: RBS for the Masses** Todd Klindt and Shane Young	**Why Should You Use FAST Search with SharePoint?** Brian Culver
2:00 pm – 3:15 pm	**Building Dynamic Applications with the SharePoint Client Object Model** Eric Shupps	**The SharePoint Maturity Model: How Far Along Are You?** Sadie Van Buren	**Is Your SharePoint Really Healthy? What's the Right Prescription?** Richard Harbridge	**The Core Pillars of an Effective Document Management Solution** Amanda Perran
4:00 pm – 5:15 pm	**Out of the Sandbox and into the Cloud: Build Your App on Azure** Andrew Connell	**Building a New Business Structure Using Office 365** Paul J. Swider	**Server Farm Architecture and Planning for Performance** Ben Curry	**The Essentials of SharePoint Disaster Recovery** Sean McDonough
Wednesday, Feb. 29 **8:45 am – 10:00 am**	**Advanced SharePoint Web Part Development** Rob Windsor	**Implementing SharePoint: A Project Manager's "How-To"** Eric Riz	**To Host or Not to Host: The Good, The Bad and The Ugly Decisions** Mark Miller	**Leveraging Web Content Management in SharePoint 2010** Christina Wheeler
10:45 am – 12:00 pm	**Using External Data Within SharePoint or Beyond the BDC/BCS Model** Phill Duffy	**ECM from a Developer's Perspective** Paul J. Swider	**Migrating from the File Systems to SharePoint (a Five-Step Process)** Dave Coleman	**The Seven Most Important SharePoint Success Factors** Richard Harbridge
2:00 pm – 3:15 pm	**CAML, REST and LINQ— Data Access Options in SharePoint 2010** Rob Windsor	**More SharePoint, Less E-mail** Kenneth Lo	**Deployment Demofest** Ben Curry	**Understanding the Five Layers of SharePoint Security** Michael Noel
3:30 pm – 4:45 pm	**Repeated: SharePoint and jQuery** Phill Duffy	**Building the Perfect SharePoint 2010 Farm: Real-World Best Practices from the Field** Michael Noel	**Building Silverlight Applications for SharePoint** Steve Pietrek	**Real-World Social Networking Adoption Strategies Leveraging SharePoint 2010** Shadeed Eleazer

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Developer's Guide to SharePoint 2010 Rob Windsor	**Half-Day Workshop 9:00 am – 12:15 pm** **Write the Right Requirements** Eric Riz	**Half-Day Workshop 1:45 pm – 5:00 pm** **SharePoint and jQuery Essentials** Mark Rackley	
Introduction to SharePoint Designer 2010 Workflow Chris Beckett	**Working with Lists and Libraries** Jennifer Mason	**Leveraging the Business Intelligence Features in SharePoint 2010** Ted Pattison	**The Power of Content Types** Laura Rogers
Understanding SharePoint 2010 Roles and Responsibilities Shadeed Eleazer	**SharePoint and jQuery** Phill Duffy	**Maturing Your Business Processes in SharePoint** Sadie Van Buren and Derek Weeks	**Increasing SharePoint Engagement** Robert Bogue
Tagging Up—Managed Metadata and Taxonomies in SharePoint 2010 Chris McNulty	**Governance Best Practices n SharePoint 2010** Scott Jamison	**SharePoint 2010 as a Platform for Business Solutions** Owen Allen	**Repeated:** **Working with Lists and Libraries** Jennifer Mason
SharePoint 2010 Integration and Interoperability Richard Harbridge	**Creating Simple Dashboards Using Out-of-the-Box Web Parts** Jennifer Mason	**Repeated:** **Upgrading to SharePoint 2010** Todd Klindt and Shane Young	**Build It and They Will Come: SharePoint 2010 User Adoption** Scott Jamison
Understanding Sandboxed Solutions Chris Beckett	**Creating Custom-Branded Sites for SharePoint 2010** Randy Drisgill and John Ross	**Creating HTML5 Websites with SharePoint 2010** Ted Pattison	**Understanding How the Microsoft Ecosystem Offers Findability—Part I** Bill English
Stop Those Prying Eyes Getting to Your Data Liam Cleary	**SharePoint 2010 Foundation: Back to Basics** Owen Allen	**What Does Cloud Computing Mean for ECM and SharePoint?** Jeffrey Shuey	**Understanding How the Microsoft Ecosystem Offers Findability—Part II** Bill English
Building Native Windows Phone 7 Applications for SharePoint Steve Pietrek	**Deep Dive into the Content Query Web Part** Christina Wheeler	**Deep Dive into SharePoint 2010 Security** Ted Pattison	**Navigating Microsoft SharePoint Technical Documentation and Resources** Nina Ruchirat and Reagan Templin
Data Access with SharePoint Web Services Chris Beckett	**Go Beyond the Numbers: Data Visualization in SharePoint 2010** Chris McNulty and Sadie Van Buren	**Back at It Again... More CSS Goodness** Heather Solomon	**Boost the Performance of SharePoint Today!** Brian Culver
Building an Effective Information Architecture Strategy for SharePoint 2010 Dave Coleman	**Demystifying Information Architecture, ECM & Governance: A Real-World Approach for Implementation Success** Ben Curry	**Mastering SharePoint Migration Planning** Christian Buckley	**SharePoint 2010 Performance and Capacity Planning Best Practices** Eric Shupps
Developing a SharePoint Deployment Reference Architecture Measuring Your Deployment Against This Architecture Bill English	**SQL Denali and SharePoint: The BI Future is Now** Peter Serzo	**Creating BI Solutions with Excel Services and PerformancePoint Services** Ted Pattison	
Applied PowerShell: PowerShell for the SharePoint Server Administrator Craig Trulove	**SharePoint and SQL Reporting Services** Peter Serzo	**Together Forever—Project Server 2010 and SharePoint 2010** Chris McNulty	
SharePoint Street Smart—Delivering Content to Mobile Devices & Tablets Kenneth Lo	**Business Connectivity Services—Beyond the Beginning** Brett Lonsdale	**Gaining Total Control of Your Sites with Data View Web Parts** Dustin Miller	**Community Maturity Model and Framework: Get the Most From Your Social Media Efforts** Mark Miller

Workshops Sunday, February 26

Full-Day Workshops
9:00 am – 5:00 pm

Organizing Information in SharePoint Server 2010
Bill English

In this presentation, the instructor will go through the information organization issues that companies are facing today. Included in this discussion are the concepts of putability, findability, e-discovery, data breaches, the Long Tail, precision, recall and relevance. The instructor will also tie these concepts to his demonstrations in SharePoint and help you understand how SharePoint can support an overall information architecture and information design for your organization.

Level: Advanced
Audience: Architecture Essentials, IT Pro Essentials

Building Business Solutions: InfoPath & Workflows
Jennifer Mason and Laura Rogers

Business Processes and forms are everywhere. In your organization, there are always forms to be filled out, and these forms usually entail some type of automation such as a workflow. Microsoft Office InfoPath is a powerful form-creation tool that lets you create highly customized and professional-looking business forms, without writing any code. When you use this product in conjunction with SharePoint and SharePoint Designer, you have all the tools you need to build a no-code automated business solution.

In this all-day session, Laura and Jennifer will teach you everything you need to know about creating a full-blown business process using SharePoint, InfoPath and SharePoint Designer. Some basics will be covered, along with common practices for form-submission approval processes and SharePoint Designer workflows. When you walk away from this session, you will be confident that whatever processes the business throws at you, you will be able to create a solution using the tools and best practices that you learned during this workshop.

Level: Intermediate
Audience: Line of Business Essentials

SharePoint 2010 Administration: An Advanced Look
Todd Klindt and Shane Young

This full-day session will cover deep admin topics. It will hit all the popular buzzwords, database GUIDs, Kerberos, Forms Based Authentication, SQL Server Reporting Services, the User Profile Service, and Search. If you've been administrating SharePoint 2010 for a while and want to make your admin knowledge deeper and wider, this is the session for you.

Level: Advanced
Audience: IT Pro Essentials

Business Intelligence: Making the Right Choices
Peter Serzo

This full-day workshop is dedicated to the Business Intelligence tools available in and to SharePoint. These tools enable organizations to gain knowledge and value from their data. This session will provide insight to no less than seven tools. These tools range from PerformancePoint to the out-of-the-box chart part.

The session will include practical guidance based on real-world experience, resulting in the attendees understanding the business needs the tools address. Furthermore, attendees will understand how to evaluate the tools based on real-world scenarios and best practices. The last part of the session will cover the impact of SQL Server 2012 on SharePoint Business Intelligence. The workshop will cover the following:

- Understanding the tools available
- How to evaluate the different tools
- BI components in detail, such as creating a report in reporting services, utilizing the chart part, composing a dashboard in PerformancePoint, and more
- Business Intelligence in SQL Server 2012

Level: Intermediate
Audience: IT Pro Essentials, Line of Business Essentials

Developer's Guide to SharePoint 2010
Rob Windsor

This session is a daylong overview of development on the SharePoint 2010 platform. We will begin with a look at foundational topics, such as Feature and Solutions Packages, and then see how we can use the developer tooling in Visual Studio 2010 to quickly and effectively build customizations contained in these artifacts. Over the course of the day, we will explore the SharePoint developer APIs, how to build custom Web Parts, work with SharePoint lists and libraries, and options to access data stored in SharePoint. An understanding of Visual Studio and ASP.NET is required.

Level: Intermediate
Audience: Developer Essentials

Half-Day Workshops
9:00 AM – 12:15 PM

Write the Right Requirements
Eric Riz

STOP the requirements madness! This half-day workshop is your guide to creating successful SharePoint requirements that meet the needs of stakeholders, decision-makers and end users while leading the way to a successful implementation. This is not your traditional requirements 101 workshop that focuses on the theory behind requirements gathering and heavy documentation. We will take the covers off SharePoint and learn how to effectively break down each SharePoint component into manageable, tangible deliverables.

"Great, focused conference with something for devs, admins and power users. Best place to get new approaches to common SharePoint problems."
—Andrew Bell, Engineer, Newport News Shipbuilding

Check the website for the class schedule and MORE NEW Classes!

Workshops Sunday, February 26

You will learn how to effectively and efficiently gather user requirements using creative and powerful facilitation as well as best practices, including requirements models built specifically for SharePoint projects, effective communication plans, and strategies for engaging your business and technical teams.

This is a working session that will include a live requirements-gathering demonstration inclusive of all participants, so bring your questions and toughest problems!

What's the ROI:

- Techniques for engaging business and end users
- Tips to drive requirements adoption
- Templates for requirements gathering
- Strategies to solving business problems

Level: Intermediate

Audience: IT Pro Essentials, Line of Business Essentials

1:45 PM – 5:00 PM

SharePoint and jQuery Essentials

Mark Rackley

SharePoint is a massive platform with limitless possibilities. jQuery is an incredibly powerful tool to give your users the best experience possible. Used properly, SharePoint and jQuery go together like chocolate and marshmallow. Use jQuery improperly, and it can leave a bad taste in everyone's mouth. In this tasteful half-day workshop, developers and SharePoint "power users" will learn the skills necessary to effectively leverage the power of SharePoint and jQuery, including:

- How to properly deploy and maintain jQuery
- The basics of writing and debugging jQuery
- How to interact directly with SharePoint content using the Client Object Model and SPServices
- Tips and tricks to avoid common pitfalls of jQuery

Level: Intermediate

Audience: Developer Essentials

Session Levels

Overview: No previous knowledge of the class' subject is required, and the sessions will be a high-level introduction of the topic.

Intermediate: These broad technology sessions emphasize capabilities and how things work. As appropriate, the instructor will show examples.

Advanced: These sessions teach attendees how to implement a solution. As appropriate, the instructor will include detailed samples.

Topic Areas

Developer Essentials: These technical classes and workshops are geared to software developers looking to write custom applications, or to extend out-of-the-box functionality. Topics include branding, BDC/BCS, Client Object Model and more.

IT Pro Essentials: These technical classes and workshops cover topics specific to setting up and managing SharePoint Server, including permissions, farm architecture, integrations, storage and virtualization, among others.

Line of Business Essentials: These sessions are geared to business users who are looking to SharePoint for document management, search, and reporting, as well as working with lists, libraries and forms. Also, power users looking to create their own simple SharePoint applications or manipulate metadata and content would benefit from these classes.

Architecture Essentials: These classes and workshops are aimed at business, software and IT architects, and address topics such as workflow, governance, search, metadata and taxonomy, and content types.

SPTechCon
The SharePoint Technology Conference
Feb. 26-29, 2012 → San Francisco

"The technical classes were great. There were excellent instructors and good choice of classes. Wish I could have been in two classes at the same time. Looking into cloning myself before the next conference!"

—Karen Wassell, Director, IT Architecture, DTCC

Technical Classes Monday, February 27

10:00 am – 11:15 am

How to Be a SharePoint Developer

Andrew Connell

So you're a developer, and you've heard about this SharePoint thing and want to jump on the bandwagon? This is the session for you. Here you'll learn about the various options you have in setting up a SharePoint development environment. Then we'll explore the developer tools and build a few common features. Finally, you'll learn the best places to go to get information and help going forward, including books, classes and online forums.

Level: Overview

Audience: Developer Essentials

We've Got SharePoint—Now What?!?!?!

Eric Riz

The senior executives and stakeholders have chosen SharePoint 2010 for the new corporate portal to house document management, build some additional process to the business, and to bring the company to the next level. So, now what?

This session is designed for users who are early or midway through their implementation. We will discuss all facets of a SharePoint implementation, from project team roles to rollout strategies and planning tactics for the final release to the business. This session will be accompanied with some useful planning and execution documents for attendees to take back to their organizations and use immediately!

Level: Intermediate

Audience: Line of Business Essentials

Looking Under the Hood: How Your Metadata Strategy Impacts Everything You Do

Christian Buckley

For many users, the importance of a strong metadata and taxonomy strategy is unclear. This presentation will walk through some common end-user scenarios (adding documents to a library, participating in an enterprise workflow, finding technical expertise through some of the new social search features in SharePoint 2010), and discuss the metadata and taxonomy implications. The goal of the presentation is to show the importance of metadata and a taxonomy strategy, how the lack of a strategy can impact these common scenarios, and the ability to leverage the full functionality of SharePoint.

Level: Overview

Audience: Architecture Essentials, Line of Business Essentials

Building a Records Management Practice

Amanda Perran

Many organizations recognize the importance of an effective Information and Records Management strategy; however, they often do not have a formalized practice or team of records administrators in place to champion its development. This session will discuss taking your organization from the ground level and walk you through the key elements of building a Records Management practice in your organization and how these elements can be mapped effectively to the features available within SharePoint Server.

Level: Intermediate

Audience: Line of Business Essentials

Introduction to SharePoint Designer 2010 Workflow

Chris Beckett

SharePoint Designer 2010 brings a new level of usability and functionality to building workflows in SharePoint. This session will introduce the essentials of designing and building workflows with SharePoint Designer 2010 and customizing workflow forms using InfoPath 2010.

Level: Overview

Audience: Architecture Essentials, Line of Business Essentials

Working with Lists and Libraries

Jennifer Mason

Do you know all of the different things you can do using SharePoint lists and libraries? In this session, we will take a look at the different out-of-the-box list features and how they can be combined to build powerful no-code business solutions. We will look at the new features available in SharePoint 2010 and how they can be used to increase productivity. Some of the new features include working with lookup columns, new list settings, new view settings, inline editing and custom form creation.

Level: Intermediate

Audience: Line of Business Essentials

Leveraging the Business Intelligence Features in SharePoint 2010

Ted Pattison

This session provides a general overview of the Business Intelligence features built into the enterprise version of SharePoint Server 2010. You will learn about the individual components and services, including the Business Intelligence Center site template, the Charting Web Part, Excel Services and Performance Point Services, as well as the SharePoint 2010 integration support for SQL Server Reporting Services. The session will also describe how all these pieces fit together and how they can be used to build BI solutions for the most common scenarios that involve reporting and data analysis.

Level: Overview

Audience: Line of Business Essentials

The Power of Content Types

Laura Rogers

In SharePoint, the concept of content types seems a bit ambiguous to most people. This session will teach you what you need to know about content types to be able to implement them in your company. You may have heard that content types can be used in order to upload document templates so that they display as choices for users on a library's "New" button. Yes, that can be done, but wait, there's so much more!

In conjunction with site columns, content types can be utilized to create custom business solutions. Take your lists and libraries to the next level without having to do any custom development. In this session, demonstrations will be done to take you through common scenarios and show how to use the power of content types in SharePoint. Many of these concepts carry over from SharePoint 2007 to 2010, but new 2010 capabilities will be highlighted.

Level: Overview

Audience: Architecture Essentials, Line of Business Essentials

"Great energy, content, knowledge."

— Dennis Nason, Systems Admin, Town of Scarborough, Maine

Special Group Discounts! *See Back Page*

11:30 am – 12:45 pm

Upgrading from the Business Data Catalog to Business Connectivity Services—And What to Look Forward to

Brett Lonsdale

The Business Data Catalog in SharePoint 2007 provided us with a great solution for presenting line-of-business data in SharePoint and bringing external data sources together into SharePoint. In this session, we will discuss the improvements that Business Connectivity Services has to offer under SharePoint 2010, including External Lists, offline availability of data, Read Write, Office integration, and connection tools. We'll also provide an understanding of how you can upgrade your BDC solutions to work with BCS. This session will provide a great overview of BCS, arming you with everything that you need to know about upgrading from BDC to BCS.

Level: Intermediate

Audience: Developer Essentials

Introduction to Visio Services

Jennifer Mason

Visio services is a powerful new addition to SharePoint 2010. In this session, we will look at different ways that you can incorporate Visio into your SharePoint projects. Once we have the diagrams published to our SharePoint site we will look at different ways to connect the diagram to SharePoint lists and web parts.

This session will allow you to see Visio services in action using real world examples, such as an interactive process diagram. If you have ever wondered if you would use Visio services or if it would provide value to your organization then this intro session is just want you need! This session will help you see how integration with SharePoint can really take your drawings to the next level.

Level: Intermediate

Audience: Line of Business Essentials

Upgrading to SharePoint 2010

Todd Klindt and Shane Young

Are you jealous of all your friends and their fancy SharePoint 2010 farms? Have no fear. In this session, you will learn how to upgrade SharePoint 2007 to 2010. We will cover the methods available and how best to use them. We will also cover some of the mistakes we've made the most often, hopefully preventing you from making the same mistakes.

Level: Advanced

Audience: IT Pro Essentials

Getting the Most Out of SharePoint Search

John Ross

SharePoint Search is often one of the easiest areas to see immediate ROI from SharePoint. Although it works well out of the box, the key to unlocking the potential of SharePoint Search starts with understanding how it works. In this session, we'll discuss the different factors that determine relevancy in SharePoint and how to use them to make sure users are finding the content they are looking for. This session is designed for all users who want to get a better understanding about SharePoint Search, and to learn techniques that don't require any code to create a better search strategy for their organization.

Level: Overview

Audience: Architecture Essentials, Line of Business Essentials

Understanding SharePoint 2010 Roles and Responsibilities

Shadeed Eleazer

Defining SharePoint roles and responsibilities has long been a gray area and subsequent pain point for decision makers and recruiters. SharePoint 2010 only complicates the matter with its new features, methodologies, and user interface, compared to earlier versions of the software. In this session, attendees will receive an in-depth education on the specific ways that SharePoint 2010 transforms roles and responsibilities and equip professionals with the tools to navigate through their particular market. The session will examine how SharePoint 2010 impacts the SharePoint administrator, developer, and project manager roles and how these changes are projected to manifest within SharePoint deliverables today and tomorrow.

Level: Advanced

Audience: Developer Essentials, IT Pro Essentials, Line of Business Essentials

SharePoint and jQuery

Phill Duffy

With organizations looking to customize hosted SharePoint and Office 365 with Sandbox Solutions, the role of SharePoint Sites—which can provide the levels of functionality that end users expect—is becoming increasingly important. The requirement to create Web Parts that engage with the user and provide them with a quick, easy and friendly user interface is becoming paramount.

Luckily, we have a few tools that allow us to provide the responsiveness that is demanded of us, such as data that can be asynchronously loaded behind the scenes rather than waiting for pages to load. In this session, we will be looking at where jQuery can help us as developers provide rich user interfaces, how to call the SharePoint Web Services to retrieve data, and how to interact with elements of our HTML in the beautiful simplicity that is jQuery.

Level: Intermediate

Audience: Developer Essentials, Line of Business Essentials

Maturing Your Business Processes in SharePoint

Sadie Van Buren and Derek Weeks

In order to bring your SharePoint implementation to a greater level of maturity, your organization's business processes are a critical consideration—from the technical as well as human perspective. Feedback from SharePoint community members indicates that the biggest factor that drives SharePoint maturity upwards is the evaluation of business processes and the automation of workflows.

This session will take the audience through the Business Process Competency of the SharePoint Maturity Model, present case studies on each level of business process maturity, and share the latest survey results about how companies are using SharePoint for their business processes. Guidance on how companies can transition to the next level of maturity will be offered. Templates for self-assessment will be provided to all attendees.

Level: Intermediate

Audience: Architecture Essentials, Line of Business Essentials

SPTechCon
The SharePoint Technology Conference
Feb. 26-29, 2012 → San Francisco

"I really enjoyed SPTechCon. It was intense, like being in a parallel universe. It's a great place to find answers to problems, issues and concerns; everyone really wants to help! "

—Bisi Adebesin, Business Analys, Actionet

Increasing SharePoint Engagement

Robert Bogue

You have it mastered from a technical perspective. The farms are in place. The developers are writing solutions packages. Now, how do you get your organization to use what you've put in place? In this session, you'll learn about what it takes to get users to use SharePoint and the barriers you'll have to push through to make it all work. Filled with real-world psychology tips, you'll walk away with techniques you can use. SharePoint may be a powerful platform—but only when users use it. Learn how to make that happen.

Level: Intermediate

Audience: IT Pro Essentials, Line of Business Essentials

1:45 pm – 3:00 pm

SharePoint Guidance: Developing Applications—Foundations and Execution

Robert Bogue

In this action-packed session, you'll get a guided tour around the foundation and execution portions of the Microsoft Patterns & Practices SharePoint Guidance. As a member of the team that built the guidance, Robert will talk through the guidance both from the perspective of the documentation generated, as well as the reference implementations and core library. Expect to leave wanting to spend more time mining the value of the SharePoint Guidance.

Level: Advanced

Audience: Developer Essentials

InfoPath and SharePoint Designer 2010 Workflow Best Practices

Laura Rogers

In your organization, forms are everywhere. InfoPath is a program that lets you quickly and

easily create forms for business users to fill out and submit. The easy part is creating the form, but the more complicated part is finding out what needs to happen when it gets submitted and how to automate that process. This is where workflows come in. InfoPath forms and SharePoint Designer workflows can be used in conjunction, in order to create a complete business process.

This session will discuss and compare the different ways that forms can be submitted and streamlined, so that the life cycle of the form is efficient and logical. This includes best practices around the form's data connections, buttons, rules, views, and the workflow that sends the form through an approval process. All of this is done without code; just making the most out of InfoPath and SharePoint Designer out-of-box functionalities.

Level: Advanced
Audience: Architecture Essentials, Line of Business Essentials

Taming Information Chaos: Metadata, Taxonomy and Information Architecture Fundamentals for Enterprise Content Management

Eric Shupps

Implementation of a proper information architecture based on well-defined taxonomies and structured metadata can make information easier to find and dramatically increase productivity; however, getting it right the first time is a challenging task.

In this session, you will learn the fundamentals of structured information management in SharePoint 2010 and receive guidance from real-world scenarios that can be applied immediately within your organization. Topics include information architecture, taxonomy design, managed metadata, creation and publication of enterprise content types, use of document sets, and much more.

Level: Intermediate
Audience: Architecture Essentials, IT Pro Essentials, Line of Business Essentials

"I loved the size of the conference. It was very informative and there was lots of time for interaction in the workshops."

— Sheri Barrientes, Sr. Business Analyst, Integris Health

SharePoint 2010 Branding for the Masses

Randy Drisgill and John Ross

When it comes to the look and feel of your SharePoint site, sometimes all you need is a little bit of custom style to move it to the next level. This session will introduce the topic of branding as it relates to SharePoint 2010 in a way that anyone can approach. We will look at some of the technologies involved in creating branding for SharePoint 2010, which will include creating a custom SharePoint 2010 theme using Microsoft Office, as well as making changes to master pages using SharePoint Designer 2010.

Throughout the session, we will discuss new features that affect branding in SharePoint 2010 such as the Ribbon, Wiki Pages and Visual Upgrade. By the end of the session, attendees will have a basic understanding of how to make their SharePoint 2010 website look more like their existing corporate Web design.

Level: Intermediate
Audience: Developer Essentials, Line of Business Essentials

Tagging U—Managed Metadata and Taxonomies in SharePoint 2010

Chris McNulty

Information architecture is never as easy as it seems. For example, do you have a hard time deciding if you should group your documents by department or by project? This session begins with a hands-on review of SharePoint's managed metadata services for taxonomies, folksonomies, tags, metadata and content types in SharePoint 2010. Attendees will learn about architecture and usage for content management, taxonomy, social networking and navigation. New for 2012, we'll be diving deeply into governance, scripting and development.

Level: Advanced
Audience: Architecture Essentials

Governance Best Practices in SharePoint 2010

Scott Jamison

Without proper governance, even the best-intentioned SharePoint deployment can go wrong. Do you want to learn how to create an effective governance plan? Would you like to understand the impact of key changes such as social features and solution development changes on your planning process? If so, join us for a timely discussion around planning your SharePoint 2010 deployment through the use of governance best practices.

Level: Overview
Audience: Line of Business Essentials

SharePoint 2010 as a Platform for Business Solutions

Owen Allen

SharePoint 2010 is a platform that supports a collection of out-of-the-box applications, and can immediately be brought to task within organizations to address business process and content requirements. Inevitably, someone within your organization suggests that SharePoint might be the basis for a larger, more focused application—perhaps something that meets a business requirement that is unique to your company!

When should new functionality be connected to, extended, or built on SharePoint 2010? What is implied by each of these approaches? What role do power users, administrators, and developers play in this race to maximize benefit while minimizing cost? How can you leverage SharePoint 2010 as a platform for business solutions within your organization? Come to this class to find out.

Level: Intermediate
Audience: Developer Essentials, IT Pro Essentials, Line of Business Essentials

Repeated: Working with Lists and Libraries

Jennifer Mason

Do you know all of the different things you can do using SharePoint lists and libraries? In this session, we will take a look at the different out-of-the-box list features and how they can be combined to build powerful no-code business solutions. We will look at the new features available in SharePoint 2010 and how they can be used to increase productivity. Some of the new features include working with lookup columns, new list settings, new view settings, inline editing and custom form creation.

Level: Intermediate
Audience: Line of Business Essentials

3:15 pm – 4:30 pm
Four Practical Uses for the Client Object Model

Peter Serzo

Before SharePoint 2010 introduced the Client Object Model, specific custom code business solutions only had two possibilities: Utilize the Server Object Model and have the code rolled out on the server, or create a solution using Web services. The issue with rolling code on the server was one of governance and security. The issue with Web services is that the developer is limited to what methods are exposed, and furthermore, writing code that was responsive without postbacks required SOAP knowledge and AJAX. jQuery filled this hole, but required another library and knowledge base.

Leveraging the Client Object Model, a developer and business can create Silverlight, .NET and ECMAScript applications that do not sit on the server. Additionally, developers do not have to learn a new technology. A real-world application of this technology will be shown in the context of four business use cases. Participants will have a clear understanding of where and when to apply this technology after this session.

Level: Intermediate
Audience: Developer Essentials

Repeated: The Power of Content Types

Laura Rogers

In SharePoint, the concept of content types seems a bit ambiguous to most people. This session will teach you what you need to know about content

types to be able to implement them in your company. You may have heard that content types can be used in order to upload document templates so that they display as choices for users on a library's "New" button. Yes, that can be done, but wait, there's so much more!

In conjunction with site columns, content types can be utilized to create custom business solutions. Take your lists and libraries to the next level without having to do any custom development. In this session, demonstrations will be done to take you through common scenarios and show how to use the power of content types in SharePoint. Many of these concepts carry over from SharePoint 2007 to 2010, but new 2010 capabilities will be highlighted.

Level: Overview

Audience: Architecture Essentials, Line of Business Essentials

Office 365—How the Cloud Makes IT Easy and Why That's Difficult

John Ferringer

It's a great story: Your business desperately needs e-mail and collaboration to be successful, but let's face it, Exchange and SharePoint are far from easy to implement or run. To the rescue comes Microsoft's Office365 offering, allowing you to buy that critical e-mail and collaboration functionality as a utility. But as easy as Office365 makes this, it's still not a piece of cake to pull it off or fall in love with what you have. Because it's such a simple and compelling story, there's a tendency to gloss over, ignore, or fail to acknowledge some minor issues and limitations that can unfortunately add up to irritation, frustration, or even worse, a loss of productivity and profit.

This session is less about the numerous benefits and features of the new Office365 offerings, and more about how you need to be able to identify the small things that can trip you up and be prepared to address them proactively. It will show you how to consider some of the unexpected solutions you need to have in place to implement a cloud-based solution for business communication and collaboration and how to make sure that the possible opportunities present in Office365 can be realized by your organization without pain, frustration, or failure.

Level: Intermediate

Audience: Architecture Essentials, Line of Business Essentials

SharePoint Authentication and Authorization

Liam Cleary

No matter which project, client or product you work with, there will always be a need to authenticate and authorize users into the solution. Historically, SharePoint has not always been the easiest platform to use for this, but now with the advent of SharePoint 2010, this changes the game.

In this session, we will look at the array of out-of-the-box approaches. Using a real-world business requirement, we will use the Windows Identity Foundation to create a trusted identity provider that will allow for single sign-on between other SharePoint sites. We will also perform the SharePoint configuration to implement this with the standard out-of-the-box security of SharePoint to ensure authentication and authorization is completed easily.

Using this technology, you will be able to see how SharePoint 2010 is more than capable of authenticating and authorizing users from any line of business or custom authentication store. By the end if this session, you will be able to identify the many authentication approaches, as well as when to use a specific type of authentication or authorization within your solutions.

Level: Intermediate

Audience: Architecture Essentials, Developer Essentials, IT Pro Essentials

SharePoint 2010 Integration and Interoperability

Richard Harbridge

There are countless challenges when dealing with business data. There are issues regarding servicing user requests, high data integration costs, and multiple places to administer, manage and maintain, plus more. Microsoft SharePoint is a platform than can help significantly reduce the challenges mentioned above by using an interoperable platform of connected services. In this session, we will explore SharePoint's new interoperability underpinnings as well as the BCS to determine how they can be leveraged effectively in real world scenarios.

What we will be talking about:

- SharePoint's Important Interoperability
- What is the BCS?
- External Content Types
- External Columns
- External Lists
- Extensibility and Tooling

Level: Intermediate

Audience: Architecture Essentials

Creating Simple Dashboards Using Out-of-the-Box Web Parts

Jennifer Mason

In this session, we will look at some basic out-of-the-box ways to create powerful dashboards for managing teams and projects. Our dashboards will be created using multiple connected Web parts all configured from the browser. This session will give you a good overview of lists, views, Web part pages and Web part connections. This is a great session for those just getting started with SharePoint and want to push the limits of out-of-the-box configuration.

Level: Intermediate

Audience: Line of Business Essentials

Repeated: Upgrading to SharePoint 2010

Todd Klindt and Shane Young

Are you jealous of all your friends and their fancy SharePoint 2010 farms? Have no fear. In this session, you will learn how to upgrade SharePoint 2007 to 2010. We will cover the methods available and how best to use them. We will also cover some of the mistakes we've made the most often, hopefully preventing you from making the same mistakes.

Level: Advanced

Audience: IT Pro Essentials

Build It and They Will Come: SharePoint 2010 User Adoption

Scott Jamison

Do you believe in SharePoint, but feel your hard work is not understood or appreciated? Do you see the value SharePoint can deliver, but feel your investment is wasted? If so, join this session to learn real-world strategies and best practices for driving end-user understanding, appreciation and adoption. This session will walk IT pros and decision makers through common end-user adoption situations and teach them how to turn naysayers and silent voices into believers!

Level: Overview

Audience: IT Pro Essentials, Line of Business Essentials

SPTechCon
The SharePoint Technology Conference
Feb. 26-29, 2012 → San Francisco

"A great conference to learn and network with real-world implementors. All of the speakers have blogs that I follow and spending face-to-face time with them is invaluable."

—Steve Tieland, Sr. Software Engineer, Old Mutual US

Tuesday, February 28
8:30 am – 9:45 am
SharePoint for ASP.NET Developers

Rob Windsor

SharePoint allows you to build websites, manage lists of data, collaborate on documents, and so much more—all done through a simple, easy-to-use Web interface. When you need to go beyond the built-in capabilities of the product, SharePoint also provides a rich set of APIs to code against.

This technical class is designed to introduce you to the foundational topics required to build customizations on the SharePoint platform. Specifically, this class will cover features, the solutions framework, the server object model, the Client Object Model, and building simple Web parts. This session will be valuable for those working with SharePoint 2007 or 2010. An understanding of ASP.NET or SharePoint development is required.

Level: Intermediate

Audience: Developer Essentials

Delivering Better Business Outcomes with SharePoint Technologies

Dave Healey

SharePoint's rich technology set and robust capabilities make it the perfect toolset for organizing, integrating and automating business processes and systems to drive improved organizational performance. Yet it remains poorly understood and

Technical Classes Tuesday, February 28

significantly underutilized as an enabler of business strategy, value creation and ongoing process improvement.

Through a number of real-world case studies this session will demonstrate a consistent, comprehensive and repeatable approach to driving process improvement with SharePoint technologies. You will learn how to:

- Prioritize goals and objectives
- Identify key process and technology enablers
- Select appropriate improvement techniques
- Define a corresponding SharePoint technology strategy.

This session is appropriate for SharePoint 2007 and SharePoint 2010.

Level: Overview

Audience: Line of Business Essentials

Making peace with the User Profile Service

Todd Klindt and Shane Young

We've all heard horror stories about the dreaded and scary User Profile Service in SharePoint 2010. In this session, we will explain how the User Profile Service's brain thinks, and why it does some of the things it does. We will cover how things have changed for the better since SP1 was released. If the demo gods look upon us favorably, we will also walk through a configuration of the User Profile Service to show that it can be done by mortal man.

Level: Advanced

Audience: IT Pro Essentials

Planning and Configuring Extranets in SharePoint 2010

Scott Jamison

Most companies, large or small, require contact and collaboration with external entities, whether they are vendors, clients, or contractors. SharePoint gives us the ability to open up portals for collaboration with these external entities, and this session will show you how to accomplish this using SharePoint 2010.

We will review what is required to make SharePoint "open" to the external world, and discuss scenarios regarding security and privacy. We will also walk through configuring Forms-Based Authentication and Claims-Based Authentication, as well as using Business Connectivity Services in SharePoint 2010 to authenticate and manage our external users. Once completing this session, you should have a firm grasp on how to configure an extranet environment using SharePoint 2010, as well as what should be considered during the planning of your extranet scenarios.

Level: Advanced

Audience: IT Pro Essentials

Understanding Sandboxed Solutions

Chris Beckett

Sandbox solutions provide the ability to build and deploy more secure and manageable solutions for SharePoint 2010. Office 365, and the increase in cloud-based SharePoint deployments, makes understanding Sandbox solutions essential knowledge for SharePoint IT pros and developers.

This session will take a deep dive into the User Code Service Architecture; explore the strengths and limitations of developing Sandbox solutions; describe how to deploy, monitor and manage Sandbox solutions; and demonstrate some practical techniques for making the most of this technology for SharePoint customization.

Level: Intermediate

Audience: Developer Essentials, IT Pro Essentials

Creating Custom-Branded Sites for SharePoint 2010

Randy Drisgill and John Ross

In this session, we will take a deeper look at how branding is actually created for SharePoint 2010. Some of the topics that will be covered include how themes and colors can be applied to custom branding assets, an in-depth look at the out-of-the-box master pages and a starter master page, upgrading 2007 master pages to work with SharePoint 2010, and how page layouts are created for SharePoint 2010. Throughout the session, we will look at how SharePoint Designer 2010, as well as other tools such as Firebug, can be used to make the job easier.

Level: Intermediate

Audience: Developer Essentials, Line of Business Essentials

Creating HTML5 Websites with SharePoint 2010

Ted Pattison

Designing SharePoint sites using HTML5 and CSS3 provides a new ability to create cross-browser Web applications and to target modern devices such as mobile phones and your CEO's iPad. However, moving to HTML5 today also involves several well-known pain points, such as dealing with varying levels of HTML5 and CSS3 support across mainstream browsers and integrating JavaScript code to deal with older browsers that do not support HTML5.

This session takes a real-word approach of extending the SharePoint 2010 environment with a custom master page, CSS files and JavaScript to reach a wide variety of HTML5-capable browsers and devices without abandoning users who are still using Internet Explorer 7 and Internet Explorer 8. The session will also examine many of the new HTML5 features, such as HTML tags, form controls, drag-and-drop, media support for audio and video playback, graphics support with the Canvas and SVG, Web Open font Format, offline storage, and geolocation. Along the way, the session will also discuss which of these new HTML features are widely supported across browsers and devices to the point where it makes sense to use in today's Web application designs.

Level: Advanced

Audience: Developer Essentials

Understanding How the Microsoft Ecosystem Offers Findability—Part I

Bill English

This first session will examine what findability is and go over the latest research on findability. The instructor will outline the core problems with findability, including a lack of understanding of what findability is, how findability is confused with search technology platforms and how most corporations want to find their information quickly and easily, but yet they can't seem to achieve this goal in spite of their best efforts and intentions.

The instructor will also outline the costs of a poor findability solution. If you've been working on ways to use SharePoint to make your information more findable, this session will help you understand the hidden problems that you must overcome in order to be successful in implementing a robust findability solution. The class will have demos on executing queries on Internet-based search engines and what you can do to make them better, and will illustrate how frustrating it is to find a document in a typical environment.

Level: Advanced

Audience: Architecture Essentials, IT Pro Essentials, Line of Business Essentials

11:30 am – 12:45 pm

Developing with SharePoint Server 2010 Metadata

Andrew Connell

The Managed Metadata Service application in SharePoint 2010 allows users to create and utilize taxonomies in various ways. Microsoft has included a robust taxonomy API in SharePoint 2010 that can be leveraged in custom solutions. In this session, we'll explore how you can interact with taxonomies within the Managed Metadata Service application, as well as work with metadata columns in custom solutions from a development perspective.

Level: Advanced

Audience: Architecture Essentials, Developer Essentials

Get Ready for HTML5 and SharePoint

Dustin Miller and Heather Solomon

HTML5 is the new Web hotness. If it seems daunting, or you think you have to scrap what you have now and start over, then check out this session. Learn how to put HTML5 to work today and see different ways it can enhance your SharePoint sites. And no worries, you won't be excluding anyone from accessing your site! Topics include HTML5 features, how to upgrade, and using it as a tool to improve your existing site. All demos and code are in SharePoint.

Level: Intermediate

Audience: Developer Essentials

SharePoint Storage: RBS for the Masses

Todd Klindt and Shane Young

To some, the Remote Blob Store is the Holy Grail of SharePoint storage. It gives us all the great SharePoint functionality, but without that heavy SQL footprint. To others, RBS is the worst thing ever as it complicates SharePoint and SQL and negatively impacts performance. In this session we will explain how RBS works, and discuss when you should and shouldn't use it. We will also configure RBS and walk through some of the common tasks you'll have to perform if you choose to use RBS in your SharePoint 2010 farm.

Level: Advanced

Audience: IT Pro Essentials

Why Should You Use FAST Search with SharePoint?

Brian Culver

Why would you pay for FAST Search? What will it take to implement FAST Search in your organization? Once it is installed, what can you do with it? This session will review common business drivers for implementing FAST Search over the SharePoint Search Server and what it takes to implement it. We will all look at the FAST features and how they improve the search experience.

Level: Intermediate

Audience: IT Pro Essentials, Line of Business Essentials

Stop Those Prying Eyes Getting to Your Data

Liam Cleary

Whether you are an architect, developer or IT professional, you will have worked on projects where security is the number one priority. In this session, we will look at the methods that can be used to secure not only access to the site via authentication, but also look at securing content from people who should not be seeing it. We will use a mix of out-of-the-box capabilities, as well as custom code and the Microsoft Forefront product range. After this session, you will be able to successfully secure the content you need and have complete control over user access.

Level: Intermediate

Audience: Architecture Essentials, Developer Essentials, IT Pro Essentials

SharePoint 2010 Foundation: Back to Basics

Owen Allen

SharePoint 2010 Foundation is essentially this: A platform on which you can build additional functionality. The platform contains a highly flexible database, an extremely powerful engine for handling events, several ASP.NET components to create a stunning interface, an intuitive way of managing users and permissions, and a nice way of deploying new functionality.

However, beyond this, there is little more in SharePoint as a platform. You don't see any Excel services, publishing features, or even document sets, do you? That's because those features are built on top of SharePoint and are not part of the core product. Come learn what really makes up SharePoint, what Microsoft has built on top of SharePoint, and also what you can build yourself.

Level: Intermediate

Audience: IT Pro Essentials

What Does Cloud Computing Mean for ECM and SharePoint?

Jeffrey Shuey

The rise of cloud computing has put document and record managers on edge. The question is...the edge of what? In this session, the instructor will be speaking about the intersection of cloud computing and the document and records management industry. These two segments are tied together with the rise of Microsoft's SharePoint. The good news is that everyone with document and records management skills can have a job for life. There is no bad news here, just an opportunity for people to put their skills to use.

This session will highlight some of the changes and challenges that cloud computing brings, and how these changes impact the way traditional records management and "new" records management overlap. This will not be a technical deep-dive session. Rather, it will highlight some of the specific issues where cloud computing enables and expands new and existing solutions that span SharePoint and traditional ECM systems. A lively discussion is expected.

Level: Intermediate

Audience: Architecture Essentials, IT Pro Essentials, Line of Business Essentials

Understanding How the Microsoft Ecosystem Offers Findability—Part II

Bill English

In this second session, the instructor will discuss the negative impact that information overload exerts on achieving a robust findability solution. In the class, we will also discuss the role of e-discovery in the design of your Findability Architecture and outline how the concepts of precision, recall and relevance will impact your Findability Architecture Design. In addition, we will outline the costs of making the wrong information available to the wrong individuals and discuss how your Findability solution must integrate with your security solutions.

Finally, the instructor will offer his latest thinking on how to develop a Findability Architecture that will lead to a better ROI on your existing Microsoft investments, as well as enabling your users to be more efficient and productive. You will receive free job aids at this session to take with you to the office so that you can begin the process of implementing what you've learned in this session. We will demo how metadata can be discriminatory between documents that have very different foci, but use similar language in its content.

Level: Advanced

Audience: Architecture Essentials, IT Pro Essentials, Line of Business Essentials

2:00 pm – 3:15 pm

Building Dynamic Applications with the SharePoint Client Object Model

Eric Shupps

The Client Object Model provides developers with a rich set of tools for building remote applications using the SharePoint 2010 framework. Learn how and when to use the Client Object Model in your applications, discover how it compares to server-side development, evaluate the potential benefits, and gain a clear understanding of its functionality across multiple platforms.

Level: Advanced

Audience: Developer Essentials

The SharePoint Maturity Model: How Far Along Are You?

Sadie Van Buren

As SharePoint gains in popularity and adoption worldwide, an increasing number of resources are available to help organizations understand and navigate the different aspects of this platform. What's missing is a cohesive way to analyze and understand the whole.

The SharePoint Maturity Model applies a holistic view to a SharePoint implementation, and brings standardization to the conversation around functionality, best practices, and improvement. The speaker will take the audience through the competencies and levels, share current data from assessments against the Model, and provide templates for self-assessment. This class applies to SharePoint 2007 as well as SharePoint 2010.

Level: Advanced

Audience: Architecture Essentials, IT Pro Essentials, Line of Business Essentials

SPTechCon
The SharePoint Technology Conference
Feb. 26-29, 2012 → San Francisco

"SPTechCon is a collaborative and fact-filled conference that is led by the best and brightest of the SharePoint community. It is a go-to event because the information and solutions you can learn from here are numerous."

—Keri Russo, Business Promo Analyst, Neighborhood Health Plan

Is Your SharePoint Really Healthy? What's the Right Prescription?

Richard Harbridge

In many organizations, SharePoint is a critical enterprise platform. As an organization matures, the platform must mature and grow along with it to ensure it can continue to meet and exceed the needs of the business. If the SharePoint implementation is unhealthy or has problems, these will compound over time and may lead to solution, project and potentially even platform failure. This session, relevant to SharePoint 2007 and SharePoint 2010, offers steps to ensure that never happens.

A "SharePoint Health Check" will identify how healthy your SharePoint implementation is in the areas of infrastructure, performance, security, integration, search, taxonomy, governance, user adoption, usability and development. A "SharePoint Prescription" will offer many SharePoint best practices that can help make your SharePoint environment healthier based on the aforementioned areas.

Level: Intermediate

Audience: Architecture Essentials, IT Pro Essentials

The Core Pillars of an Effective Document Management Solution

Amanda Perran

Since SharePoint was introduced a decade ago, many organizations have embraced the tool as a mechanism to adopt better document manage-

ment practices. While the platform provides features and functionality to support effective document management and collaboration, without proper planning and governance, many organizations fail at recognizing the true potential of what SharePoint can offer. During this session, we will review the core pillars of an effective document management solution and discuss how SharePoint 2010 can be configured to support these. This session will address important concepts such as:

- Creating an effective and reusable classification plan using the new and improved tools in SharePoint 2010 that optimize stakeholders' abilities to find the right document at the right time.
- Designing taxonomies and hierarchies to support business goals for collaboration, while also ensuring maximum performance and security.
- Implementing document content types in a way that allows for more effective and governed document management, without adversely impacting how users like to work.
- Managing the document life cycle from creation to expiration.

Level: Advanced
Audience: Line of Business Essentials

Building Native Windows Phone 7 Applications for SharePoint

Steve Pietrek
According to the IDC, Windows Phone 7 will surpass iOS as the number two mobile platform by 2015. The release of the "Mango" operating system is expected to bring more users to Windows phones. These users will be requesting the same native applications—including applications that access SharePoint data—they used on other mobile platforms.

Attendees of this session will learn how to build rich, powerful line-of-business Windows Phone-native applications that leverage SharePoint data. The session will then walk through the development basics (tools, emulator, XAML, styles, layouts, application settings, application bars, page navigation), retrieving data from SharePoint lists and document libraries using the Client Object Model, managing code using the MVVM development pattern, and deployment.
Level: Advanced
Audience: Developer Essentials

"Prepare for three days of fun and lots of learning!"
—Danny Jessee, Sr. Software Engineer, Parsons

Deep Dive Into the Content Query Web Part

Christina Wheeler
In MOSS 2007, the Content Query Web Part (CQWP) was a very powerful control used for aggregating content from a particular list, site, or site collection. However, this Web Part had some serious drawbacks. In SharePoint 2010, the CQWP has been given a facelift with improved features and cool new ones, including the introduction of slots, which simplify working with Item Styles, and the Content-to-Content concept, which provides functionality such as related content. Some improvements to the CQWP include dynamic filters and the CommonViewFields. The CQWP in SharePoint 2010 also has improved query performance over large document libraries and lists.
Level: Advanced
Audience: Developer Essentials, Line of Business Essentials

Deep Dive into SharePoint 2010 Security

Ted Pattison
SharePoint 2010 introduces a new claims-based security model that will impact the way companies design, implement and enforce security with their SharePoint sites. This session explains the fundamental concepts of a claims-based model and shows how the new claim-based model makes it possible to use new types of security principals, such as Active Directory distribution lists and SharePoint Server Audiences. These can be used as first class security objects to securely configure access to securable objects such as sites, lists, items and documents. The session will walk through developing a custom claims provider with Visual Studio 2010, which will effectively demonstrate the flexibility of how you define the people and groups that you need to configure access.
Level: Advanced
Audience: Architecture Essentials, Developer Essentials

Navigating Microsoft SharePoint Technical Documentation and Resources

Nina Ruchirat and Reagan Templin
The Microsoft SharePoint content publishing groups produce a vast amount of deep technical documentation, readiness tools, scenario solutions, and resources. They publish content on TechNet, MSDN, and Office.com that is tech-reviewed, edited, and continuously supported throughout the version lifespan for IT professionals, developers, and information workers in small businesses to global enterprises.

In this session, the instructor, a Microsoft Senior Content Project Manager, will take you on a tour of the content on SharePoint Server, SharePoint Foundation, SharePoint Online, Project Server, and other related products, technologies, and services.

The groups are also becoming very active in the SharePoint community. Come to this class to discover how to keep in contact with them and how to hear about their new content developments as they are published. Find out how to get involved with the teams by contributing best practices, case studies, as well providing feedback about ways to help ensure that you, your customers, and your partners are getting the content you need.
Level: Overview
Audience: Architecture Essentials,Developer Essentials, IT Pro Essentials,Line of Business Essentials

4:00 pm – 5:15 pm

Out of the Sandbox and into the Cloud: Build Your App on Azure

Andrew Connell
Have you evaluated sandbox solutions and know you are going to need more flexibility, control and power? We will show you a new, innovative approach to building your next SharePoint application that lets you take advantage of all the power of Azure and ASP.NET, while leveraging all that SharePoint has to offer. Your users will have no idea your application is in the cloud!
Level: Advanced
Audience: Developer Essentials

Building a New Business Structure Using Office 365

Paul J. Swider
Increasingly, people are looking to build business infrastructure using cloud-based platforms. In this session, you will learn how you can use Office 365 to start and run a new company. You will learn about the registration process, online Web presence, managing corporate data, and your domain. The topics will be relevant to companies that need to support a complex business process for larger teams.
Level: Intermediate
Audience: IT Pro Essentials, Line of Business Essentials

Server Farm Architecture and Planning for Performance

Ben Curry
So, you are ready to install or upgrade to SharePoint Server 2010 but don't know where to start? All of the options and endless combinations of service application topologies can be overwhelming. This session provides a thoughtful approach to designing your SharePoint Server 2010 server farm and gives you confidence that you are heading in the right direction. You'll learn about the service application architecture, common design decisions for scaling service applications, Web application considerations, and how your logical architecture will affect the physical farm topology.
Level: Advanced
Audience: IT Pro Essentials

The Essentials of SharePoint Disaster Recovery

Sean McDonough

"Are my nightly SQL Server backups good enough?" "Do I need an off-site disaster recovery facility?" "How do I even start the process of disaster recovery planning?" These are just a few of the more common questions that arise when the topic of SharePoint disaster recovery comes up. As with most things SharePoint, the real answer to each question is oftentimes "it depends."

In this business and process-centric session, we will be taking a look at the topic of SharePoint disaster recovery from multiple perspectives: business continuity planner, technical architect, platform owner, and others. Critical concepts and terms will be explained and defined, and an effective process for analyzing and formulating a disaster recovery plan will be discussed. We'll also highlight some common mistakes that take place when working to build a disaster recovery strategy and how you can avoid them. By the end of this session, you will be armed with the knowledge needed to plan or review a disaster recovery strategy for your SharePoint environment.

Level: Intermediate

Audience: Architecture Essentials, Line of Business Essentials

Data Access with SharePoint Web Services

Chris Beckett

SharePoint 2010 has introduced a number of new technologies to support client-side programming and remote integration. In this session, we will examine the capabilities of SharePoint ASMX Web Services, the Client Object Model, and ODATA using the List Data RESTful WCF Service.

Level: Advanced

Audience: Developer Essentials

Go Beyond the Numbers: Data Visualization in SharePoint 2010

Chris McNulty and Sadie Van Buren

SharePoint 2010 creates brand new ways for users to chart and explore their data. Join us for a whirlwind tour of Excel Services, Power Pivot, BCS, Mapping, PerformancePoint and SQL Reporting Services. We'll go through the business case for each followed by a live demo of how the solution is built. There's something for everyone—whether or not you've ever written code! New for 2012, we'll be spotlighting self-service BI, as supplied by SQL 2008 R2, integrated with SharePoint.

Level: Intermediate

Audience: Developer Essentials, IT Pro Essentials, Line of Business Essentials

Back at It Again... More CSS Goodness

Heather Solomon

This instructor thrives on figuring out cool stuff to do in SharePoint with CSS only. Today's topic? Identifiers. If you can identify it, you can modify it. Don't pull up short at IDs and classes. Dive into the many ways you can target a SharePoint element and modify the look and feel with CSS. Descendent selectors, pseudo selectors and attribute selectors are indispensable tools with SharePoint CSS. Learn how to target specific navigation, Web parts and more.

Level: Intermediate

Audience: Developer Essentials

Boost the Performance of SharePoint Today!

Brian Culver

Is your farm struggling to serve your organization? How long is it taking between page requests? Where is your bottleneck in your farm? Is your SQL Server tuned properly? Worried about upgrading due to poor performance?

In this class, we will look at various tools for analyzing and measuring the performance of your farm. We will look at simple SharePoint and IIS configuration options to instantly improve performance, as well as discuss advanced approaches for analyzing, measuring and implementing optimizations in your farm.

Level: Advanced

Audience: Developer Essentials, IT Pro Essentials

Wednesday, February 29
8:45 am – 10:00 am

Advanced SharePoint Web Part Development

Rob Windsor

Web Parts are the foundation of user interfaces in SharePoint. As a developer, it's relatively easy (particularly with the Visual Web Part in SharePoint 2010) to build something simple and get it deployed. But what do you do when you need to add editable properties or when you need to connect two Web Parts together?

This fast-paced, demo-heavy session covers the more advanced aspects of building Web Parts for SharePoint 2007 and 2010. We'll take a look at creating custom editor parts, building Visual Web Parts, constructing connected Web Parts, making Web Parts asynchronous, and using custom JavaScript code with Web Parts.

Level: Advanced

Audience: Developer Essentials

Implementing SharePoint: A Project Manager's "How-To"

Eric Riz

Managing the implementation of SharePoint is a comprehensive task, one that requires strong project management skills, a detailed project plan and creativity. Inefficient communication among stakeholders, poor document management practices and undefined project collaboration standards can compromise project success.

This session will walk through effective planning techniques and implementation standards for a SharePoint implementation from the perspective of a project manager. We will discuss how to create and customize a SharePoint site for effective project collaboration and monitoring, as well as analyze the project schedule and milestones in a SharePoint site. We will also generate on-demand project status reports and learn how to synchronize common project management tools with SharePoint.

Level: Intermediate

Audience: Line of Business Essentials

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To Host or Not to Host: The Good, the Bad and The Ugly Decisions

Mark Miller

With all of the offerings available for implementing SharePoint, how do you choose a platform? Should you go with Office 365, a hosted solution, a hybrid, an on-premise implementation? In this session, we will take a look at all of these and set some criteria you can use to help you with your selection. We will talk about the good, the bad and the ugly when it comes to SharePoint 2010 upgrades and migrations.

Since the instructor's official title is "Senior Storyteller," we will hear some horror stories, some hero-saving stories and some fairy tales ending with memorable morals. It will be fast, it will be fun, but most of all it will be something you can take back to the office and say, "I think I've got an idea on what we should do."

Level: Intermediate

Audience: IT Pro Essentials, Line of Business Essentials

Leveraging Web Content Management in SharePoint 2010

Christina Wheeler

SharePoint is a very powerful tool that has so many powerful features other than just document management. More and more companies are utilizing the Web Content Management features of SharePoint to build external-facing websites. This session is designed to demonstrate how to leverage SharePoint's Web Content Management (WCM) features to help empower non-IT staff to manage content along for your external-facing website. This session will also cover the best practices for architecting and creating SharePoint sites using WCM.

Level: Intermediate

Audience: Architecture Essentials, Developer Essentials

Building an Effective Information Architecture Strategy for SharePoint 2010

Dave Coleman

One of the reasons many SharePoint implementations fail to meet user expectations is the lack of investment in its underlying information architecture. Some organizations see SharePoint as an out-of-the-box solution that they can simply plug in and throw content into, but it requires much thought and effort around data structure and organizational principles. This session will discuss building an effective information architecture strategy for SharePoint, including such topics as:

- Building an information architecture vision
- Requirements gathering
- Implementation strategy and approaches

Level: Intermediate

Audience: Architecture Essentials, IT Pro Essentials, Line of Business Essentials

Technical Classes Wednesday, Feb. 29

Demystifying Information Architecture, ECM & Governance: A Real-World Approach for Implementation Success

Ben Curry

If you want to learn a practical approach to designing information architecture and governance, this is the session for you! Come see how to create URL taxonomies, noun taxonomies, and associated process discovery methods in a simple and straightforward approach. Last, we'll take a look at using Managed Metadata Services and other enterprise content management product features to meet the requirements defined in the first half of the session. We'll discuss how and when to leverage multiple managed metadata service applications to meet your ECM, process automation, and collaboration needs.

The attendee will learn how to discover business requirements that directly map to the overall SharePoint Server 2010 information architecture. Last, they'll learn what really matters in an information architecture plan—most information architecture plans fail because they don't address the usability and consistency required in a business platform, nor do they take into account the full scope of collaboration, ECM, and business process automation.

Level: Intermediate

Audience: Architecture Essentials

Mastering SharePoint Migration Planning

Christian Buckley

In this session, attendees will walk through a five-point methodology for migrating to SharePoint 2010 that supplements existing project management processes with a more holistic view of what it takes to successfully migrate your environments. We'll examine tactical steps, and provide guidance on this iterative approach, focusing heavily on information architecture and governance. Business decision-makers and analysts, architects, and project managers will leave with a clear picture of the gaps within their current planning efforts, and actionable steps to get back on track.

Level: Intermediate

Audience: Architecture Essentials, Line of Business Essentials

SharePoint 2010 Performance and Capacity Planning Best Practices

Eric Shupps

Deploying a SharePoint environment that can scale from several hundred to tens of thousands of users can be a daunting task that requires careful planning and testing. In this session, we will explore SharePoint capacity planning and discuss best practices for the configuration of databases, service applications, Web applications, site collections and lists. We will also review ways to avoid common mistakes and highlight tools and techniques administrators can use to monitor SharePoint performance and identify common causes of performance issues.

Level: Advanced

Audience: IT Pro Essentials

10:45 am – 12:00 pm

Using External Data Within SharePoint or Beyond the BDC/BCS Model

Phill Duffy

There's lots of guidance around getting SharePoint to talk to an external system, but what do you do next? In this session, we will be exploring the different ways to use your external data within SharePoint, from the out-of-the-box Web Parts to developing custom solutions with the BDC or BCS Object Model.

We will be looking at the roles of the out-of-the-box Web Parts, including Business Data and Business Data Related Lists, and how to make decisions in a workflow based off your External Data. Additionally, we will be building a Web Part to display the line-of-business data. Along the way, we will be looking at pitfalls, best practices and recommendations of working with the BDC and the BCS.

Level: Advanced

Audience: Developer Essentials, Line of Business Essentials

"The wealth of knowledgeable resources and networking is fantastic."

—Linda Dodge, Technical Consultant, Coastal Consulting, LLC

ECM from a Developers Perspective

Paul J. Swider

The SharePoint ECM programming model can be used to extend the functionality of the new ECM features and create custom document management solutions. In addition, SharePoint 2010 introduces the Managed Metadata store as the enterprise tool for managing taxonomy. In this session, you will learn how to add rich ECM functionality to your SharePoint sites, using members of the taxonomy and document management object model. When you complete the session, you will understand the pros and cons of each namespace.

Level: Advanced

Audience: Developer Essentials

Migrating from the File Systems to SharePoint (a Five-Step Process)

Dave Coleman

The Holy Grail seems to be moving your files from network shares to SharePoint document libraries, and finally closing those legacy shares out. This presentation will be a case study focused at looking at how to migrate from file systems to SharePoint. The session will also include migration strategies and best practices. The five steps—file system inventory, data cleanup, mapping of metadata, migration and validation of data—will be shown in detail and include examples.

Level: Intermediate

Audience: IT Pro Essentials

The Seven Most Important SharePoint Success Factors

Richard Harbridge

When implementing SharePoint solutions and SharePoint as an enterprise platform, there are a considerable number of non-technical (people-focused) factors that influence whether it is successful or a failure. What you can expect to see and get from this session:

- Tips and tricks relating to the non-technical challenges of SharePoint implementations that you can use tomorrow
- How to select and evaluate the right technology
- How to measure and evaluate ROI and priorities
- How to approach SharePoint projects
- How to effectively support your SharePoint environment
- How to handle and plan for new work and growth

Level: Overview

Audience: IT Pro Essentials, Line of Business Essentials

Developing a SharePoint Deployment Reference Architecture and Methods of Measuring Your Deployment Against This Architecture

Bill English

In this presentation, the instructor will offer a SharePoint Deployment Reference Architecture for your consideration and then will discuss ways to measure your current implementation against the reference architecture. Further discussions will focus on what actions to take depending on a set of given scenarios. This session is intended for Application Architects, Project Managers, Business Analysts and Con-

sultants working with SharePoint Server 2010.
Level: Advanced
Audience: Architecture Essentials, Line of Business Essentials

SQL Denali and SharePoint: The BI Future Is Now

Peter Serzo

SQL Server 2012 is the next version of SQL Server and it is full of Business Intelligence enhancements that affect SharePoint in a very positive way. With new tools such as Power View, users will be able to visualize their data using drag-and-drop in a Web-based environment. SQL Server Reporting Services (SSRS) has been promoted to a SharePoint Shared Service that includes data alerting and new rendering in the Open XML office format. Furthermore, the Business Intelligence Development Studio has now been architected to work within Visual Studio 2010.

What does this mean in terms of SharePoint and the BI stack? This session focuses on that question. Using SharePoint Foundation and SQL Server 2012, participants will see how SQL Server 2012 fits into the SharePoint ecosystem and architecture. The new Shared Services architecture will be reviewed. The tools, Power View and SSRS, will be specifically looked at in a SharePoint context in order to understand the ramifications of SQL Server 2012 on SharePoint BI. Participants will leave the session with a greater understanding of the impact of SQL Server 2012 on their SharePoint installations.
Level: Overview
Audience: Architecture Essentials, Developer Essentials, Line of Business Essentials

Creating BI Solutions with Excel Services and PerformancePoint Services

Ted Pattison

This session provides a deep dive into implementing business solutions in SharePoint Server 2010, using Excel Services and PerformancePoint Services. The session begins by discussing the various places that business data can live, such as SQL Server tables, SharePoint lists or inside SQL Server Analysis Services in the form of cubes and Key Performance Indicators (KPIs). The session will also introduce the core concepts of OData and explain how this new protocol can be leveraged when building custom BI solutions.

The session will examine how to leverage Excel Services to create Web-based applications that perform calculations and present charts and pivot tables to business users. There will also be a discussion of how to publish charts and pivot tables in a more granular fashion and how to access them through the new REST-based Web services.

The session concludes by discussing PerformancePoint Services and using the Dashboard Designer to create pages in a SharePoint site in which you will learn how to build interactive dashboard pages that allow your users to view and interact with KPIs, scorecards and query filters to effectively drilldown on the information stored in SQL Server Analysis Services.
Level: Intermediate
Audience: IT Pro Essentials, Line of Business Essentials

2:00 pm – 3:15 pm

CAML, REST and LINQ—Data Access Options in SharePoint 2010

Rob Windsor

Lists are the data stored in SharePoint, so it should be no surprise that there are several data access options available to developers. Traditional techniques include the use of the object model to iterate list items or using CAML to query them. SharePoint 2010 adds features that make data access easier and more powerful—chief among these are the addition of joins to the CAML query syntax, LINQ to SharePoint and the REST APIs (oData).

LINQ to SharePoint allows developers to use the power of LINQ on entities generated from list schema, while the oData interface exposes list data to the enterprise via a REST-based service. In this session, we'll explore each of these options, see how they work, and discuss where they may fit into your SharePoint applications.
Level: Advanced
Audience: Developer Essentials

More SharePoint, Less E-mail

Kenneth Lo

E-mail has been perceived as the best invention since sliced bread; however, it has also become a chore to monitor, organize, and respond to the constant inflow of e-mail messages. In this session, we will learn no-code solutions that leverage document management and collaboration functionalities within SharePoint 2010 to maximize your productivity. Did we already mention that no coding would be required for this high-octane session? You will learn:

- How to speed up e-mail by 500%
- How to reclaim your inbox space instantaneously
- How to always work with the correct versions of documents
- How to conduct 80% of your daily tasks in Outlook & OneNote 2010
- How to automate business processes using lightweight workflows
- How to set up self-service alert subscriptions

Level: Intermediate
Audience: Line of Business Essentials

Deployment Demofest

Ben Curry

This session is full of real-world lessons and learned tips and tricks from the field. The instructor will give you a LIVE guided tour of a multi-server farm deployment, service application configuration, and ECM tips and tricks. Learn the basics for creating and managing Web and service applications, scaling services, and selecting basic server farm topologies for most implementations.

There are lots of MSDN and TechNet articles for how to configure a server farm, but nothing beats someone who has "been there, done that" lead an audience through some of the more challenging and ambiguous portions of configuration. After the session, attendees will have increased confidence they can build Web applications, service applications, and configure a multiple server SharePoint Server 2010 farm.
Level: Advanced
Audience: IT Pro Essentials

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Understanding the Five Layers of SharePoint Security

Michael Noel

One of the biggest advantages of using SharePoint as a document management and collaboration environment is that a robust security and permissions structure is built into the application. Authenticating and authorizing users is a fairly straightforward task, and administration of security permissions is simplified. Too often, however, security for SharePoint stops there, and organizations don't pay enough attention to all of the other considerations that are part of a SharePoint security stack, and more often than not, don't properly build them into a deployment. This includes diverse categories such as Edge, Transport, Infrastructure, Data, and Rights Management Security.

This session discusses the entire stack of security within SharePoint, from best practices around managing permissions and ACLs to comply with Role Based Access Control, to techniques to secure inbound access to externally-facing SharePoint sites. The session is designed to be comprehensive, and includes all major security topics in SharePoint and a discussion of various real-world designs that are built to be secure.

- Understand how to use native technologies to secure all layers of a SharePoint environment, including Data, Transport, Infrastructure, Edge, and Rights Management.
- Examine tools and technologies that can help secure SharePoint, including AD Rights Management Services, Forefront Unified Access Gateway, SQL Transparent Data Encryption, and more.
- Understand a Role-Based Access Control permissions model and how it can be used to gain better control over authorization and access control to SharePoint files and data.

Level: Advanced
Audience: IT Pro Essentials

Applied PowerShell: PowerShell for the SharePoint Server Administrator

Craig Trulove

This will be a deep dive into the more advanced applications of PowerShell as it pertains to SharePoint. Attendees should have a working knowledge of both PowerShell and SharePoint. This session will deal with using PowerShell to solve common SharePoint challenges, as well as to automate deployment tasks. In addition, it will show how to write PowerShell functions for reuse and touch on the best practices to allow for more efficient code maintenance and script upkeep. Topics covered include, but are not limited to:

Upgrade challenges solved with PowerShell:

- Reset all content back to site definition
- Upgrade the UI
- Using remoting to solve multi-farm challenges

Solution and content deployment challenges solved with PowerShell:

- Deploying/Retracting Solutions
- Enabling/Disabling Features

• Updating Navigation Settings
• Adding Web Parts to Pages
• Web.config or Host Header Changes
Governance challenges solved with PowerShell:
• Audit/Enforce Versioning Settings
• Audit/Enforce Quota Templates
Reusable scripting:
• When does it make sense?
• Helpful patterns and practices
Level: Advanced
Audience: IT Pro Essentials

SharePoint and SQL Reporting Services

Peter Serzo

SQL Reporting Services 2008 is an underutilized tool that can give your organization the competitive edge, given its ability to very quickly transform a humble SharePoint site into a dynamic and interactive source for timely, personalized corporate data. A well-placed chart on a SharePoint site can have a tremendously positive effect on user evangelism and ultimate buy-in and adoption of SharePoint as a platform.

This session will introduce SQL Reporting Services 2008 and its architecture within SharePoint. The session will present drill-down and parameterized queries showing off the integration with SharePoint. Included will be a case study on how a modeling agency creates sexy, powerful and dynamic reports with no code.

Level: Advanced
Audience: IT Pro Essentials, Line of Business Essentials

Together Forever—Project Server 2010 and SharePoint 2010

Chris McNulty

Although SharePoint 2010 provides many tools useful for project management, enterprise users often require more sophisticated tools for resource management, business intelligence and forecasting, project planning, portfolio management and issue resolution. Project Server can be simple to install, but requires care to implement, integrate and sustain successfully.

We'll review our project management maturity model to help you plan when Project Server is right for your enterprise, and how to use SharePoint or Project Server to meet your real needs. We'll also review successful patterns for implementing SharePoint business intelligence solutions for Project Server data. Finally, we'll review best practices in deployment and administration, project management, SharePoint integration and user security.

Level: Intermediate
Audience: IT Pro Essentials, Line of Business Essentials

3:30 pm – 4:45 pm
Repeated: SharePoint and jQuery

Phill Duffy

With organizations looking to customize hosted SharePoint and Office 365 with sandbox Solutions, the role of SharePoint Sites—which can provide the levels of functionality that end users expect—is becoming increasingly important. The requirement to create Web Parts that engage with the user and provide them with a quick, easy and friendly user interface is becoming paramount.

Luckily, we have a few tools that allow us to provide the responsiveness that is demanded of us, such as data that can be asynchronously loaded behind the scenes rather than waiting for pages to load. In this session, we will be looking at where jQuery can help us as developers provide rich user interfaces, how to call the SharePoint Web Services to retrieve data and how to interact with elements of our HTML in the beautiful simplicity that is jQuery.

Level: Intermediate
Audience: Developer Essentials

Building the Perfect SharePoint 2010 Farm: Real-World Best Practices from the Field

Michael Noel

SharePoint 2010 has matured over the past year, with improvements in scalability, enterprise search, and administration. This session goes right to the heart of the matter, providing physical and virtual architecture guidelines and specific configuration settings that can immediately be used to construct SharePoint 2010 environments that can be used to replace existing SharePoint 2007 farms. Architectural specifics are based on best practices obtained from existing SharePoint 2010 environments of multiple sizes, and performance metrics gathered from both physical and virtual SQL Server and SharePoint environments will help you build the "perfect" SharePoint 2010 farm for your organization.

- View real-world SharePoint 2010 deployment models for environments of multiple sizes, including virtualized SharePoint farms
- Gain access to specific design criteria for sizing a SharePoint farm and providing for high availability for all components
- Get information to be able to build the "perfect" highly available, high-performance and scalable SharePoint 2010 environment that will stand the test of time

Level: Advanced
Audience: IT Pro Essentials

Building Silverlight Applications for SharePoint

Steve Pietrek

SharePoint is an excellent platform for hosting line-of-business applications. Site administrators can build applications in the browser or SharePoint Designer. When little or no-code applications do not meet the business requirements, SharePoint developers can create advanced applications that are deployed to the SharePoint Server. However, many companies have a governance policy in place where only top-of the-pyramid, enterprise-level applications can be deployed to the SharePoint Server, but what about those applications for the lower part of the governance pyramid (i.e. team sites)? The new SharePoint 2010 Sandbox helps, but the cost of entry for developers is high.

Attendees of this session will learn how Silverlight can be used to integrate rich, powerful applications into SharePoint. The session will discuss the benefits of Silverlight, including lower cost of entry for developers, increased productivity compared to traditional SharePoint development, and the ability to deploy Silverlight applications through the browser without deploying to the SharePoint Servers.

The session will then walk through Silverlight basics (XAML, styles, layouts, and application settings), retrieving data from SharePoint lists and document libraries using the Client Object Model, managing code using the MVVM development pattern, and deploying the Silverlight controls to SharePoint.

Level: Advanced
Audience: Developer Essentials

Real World Social Networking Adoption Strategies Leveraging SharePoint 2010

Shadeed Eleazer

Implementing a successful corporate social networking governance plan has become a necessity for organizations seeking to leverage the enterprise features of SharePoint 2010. In this session, attendees will gain an understanding of how collaboration impacts social networking, and the methods for ensuring successful social networking adoption, both internally and leveraging popular platforms for business usage. This session will:

- Review key enterprise features and deliver strategies for increasing user adoption based on case studies and real-world examples
- Explain the importance of creating social networking policies and guidelines, leveraging examples from various business sectors
- Discuss key strategies for implementing social networking into training, documentation, and Knowledge Management
- Facebook now or later: Attendees will be equipped with tools to prioritize key SharePoint social networking features to ensure adoption
- Explain the roles that site owners, power users, and management play in the enterprise rollout of a corporate social networking strategy

Level: Intermediate
Audience: Line of Business Essentials

SharePoint Street Smart—Delivering Content to Mobile Devices & Tablets

Kenneth Lo

With the new mobile features of SharePoint 2010, the line between working from your desk and working remotely has blurred significantly, and is finally reaching a point of convergence. In this session, we will discuss the mega industry trends and viable SharePoint mobility strategies. A live demo will showcase SharePoint functionalities, such as collaboration, business intelligence, and/or business process management, on mobile devices (smartphones and tablets).

Level: Intermediate
Audience: Architecture Essentials, IT Pro Essentials, Line of Business Essentials

Business Connectivity Services—Beyond the Beginning

Brett Lonsdale

This is a fast-paced session providing you with a lightning tour of BCS and the benefits that it can provide your organization. After the overview of

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BCS, we will quickly dive into advanced topics surrounding the connectivity to external data sources using both SharePoint Designer 2010 and Visual Studio.NET 2010 Professional. Many of the "gotchas" will be explained, as well as tips around performance and security improvements that you can make to your BCS solution.

Level: Intermediate

Audience: Developer Essentials

Gaining Total Control of Your Sites with Data View Web Parts

Dustin Miller

You know you want it: total and complete control over the HTML that SharePoint renders for your content. Semantic code. Maybe, if you're feeling adventurous, some HTML5. Well, the Data View Web Part is the tool for you. This session shows you how to impose your will on Web Part markup, and will give you the tools you need to create highly customized sites without worrying about upgrade woes or installing any code to your server.

Level: Advanced

Audience: Developer Essentials

Community Maturity Model and Framework: Get the Most from Your Social Media Efforts

Mark Miller

Sadie Van Buren has done a tremendous job mapping out the SharePoint Maturity Model. It has been dispersed community-wide as a verified way to measure the effectiveness of your SharePoint implementation. Now, what if we could do the same type of thing for community and social media efforts?

In this session, the instructor will cover the Community Maturity Model and Framework, making it available as a way to gauge the progress of your community and social media efforts. Research and feedback from some of the industries most knowledgeable sources, including input from Sadie Van Buren, will be included as part of the presentation.

The four sections of the framework include:

- Content Management
- Content Ownership
- SEO – Driving Visibility
- Social Visibility

Each area is set within a standalone, graduated matrix for positioning your company within a community through social media efforts. At the conclusion of the session, you will receive a copy of the framework and a white paper describing the resources and contacts used for creating the model.

This session will help you focus on what is needed to create visibility through a structured marketing message built around social media. The people who will benefit most are project managers, community managers, marketing managers and community evangelists.

Level: Intermediate

Audience: Line of Business Essentials

Faculty Bios

Owen Allen

Owen works with SharePoint partners to help enable them within the SharePoint arena. Owen has spent the past eight years working at Microsoft as a SharePoint Product Manager and a SharePoint Technology Specialist, and has spoken at SharePoint Conference 2009 and Microsoft Worldwide Partner Conferences. Owen has over 15 years in the ECM and solution development space, and is fascinated by the vast potential that SharePoint enables for businesses around the world.

Chris Beckett MCM

Chris is a Microsoft Certified Master and has 20 years of experience leading the development of enterprise business solutions using rapid application development tools and techniques. He has been a dedicated SharePoint specialist since 2003, with expertise in enterprise infrastructure and deployment planning, business automation solutions development, information architecture, and knowledge management. He is an active blogger and author, and a frequent speaker at user groups and professional organizations. Chris lives with his wife in Seattle.

Robert Bogue MVP

Robert has contributed to more than 100 book projects and numerous publishing projects, and has also authored his own book, "The SharePoint Sheperd's Guide for End Users." Writing about topics from networking and certification, to Microsoft applications and business needs, Robert blogs at www.thorprojects.com/blog.

Christian Buckley

Christian helps drive partner and community development for Axceler, and he previously worked at Microsoft as a Senior Program Manager on the enterprise hosted SharePoint platform team (now part of BPOS). Prior to Microsoft, he was managing director of a regional consulting firm in San Francisco's East Bay, participated in several startups, and worked with IBM, HP, Cisco, Matsushita, Solectron, Seagate, and other large hi-tech and manufacturing firms to deploy collaboration and supply-chain solutions. Christian is co-author of three books on IBM Rational Software configuration management and defect tracking solutions, and he can be found online at www.buckleyplanet.net.

Liam Cleary MVP

After 12 years in the IT industry, Liam became a consultant for SharePoint. Afterward, he became principal consultant for .NET development and collaboration within BT Lynx in the U.K., and he now works as a solution architect for SusQtech in Virginia, primarily working with non-profits and associations. His core focus as a solution architect is to ensure that SharePoint can either natively, or with minimal customization, meet the business requirement.

Liam is also a four-time SharePoint MVP focused on architecture, but also crosses the boundary into development. He is passionate about all aspects of the SharePoint platform and loves to share the good word. He can often be found at user groups or conferences speaking, offering advice or just spending time in the community.

Dave Coleman MVP

With 20 years of working in the IT industry, and 13 of them in the education sector, Dave has worked with many versions of Windows Server, Exchange and SQL Server. Over the last few years, Dave has been specializing in SharePoint. He started with SharePoint Team Services back in 2003 through SharePoint Portal Server 2003. He moved on to SharePoint 2007 and is now focused on the latest incarnation of SharePoint 2010.

Andrew Connell MVP

Andrew is an author, instructor and cofounder of Critical Path Training, a SharePoint education-focused company. Andrew is a five-time Microsoft MVP and has contributed to numerous books over the years. In June 2008, he published "Professional SharePoint 2007 Web Content Management Development," the only book on the subject of developing Web-content management sites using SharePoint 2007.

Andrew has spoken on the subject of SharePoint development and WCM at various events and national conferences, such as TechEd North America & EMEA, SharePoint Connections, VSLive, and Microsoft's SharePoint Conference. Andrew blogs at www.andrewconnell.com/blog.

Brian Culver MCM

Brian is a SharePoint Solutions Architect for Expert Point Solutions in Houston, Texas. Brian is a Microsoft Certified Master (MCM) in SharePoint 2007 and a Microsoft Certified Professional Developer (MCPD). He has worked in the Information Technology industry since 1998 and has been working with SharePoint since 2005. Brian's deep expertise includes SharePoint, ASP.NET, SQL Server and Project Server. He has been involved in many large SharePoint implementations, including Internet and intranet sites, partner portals, enterprise content management and governance, and custom application integration and development.

Ben Curry MVP

Ben is a respected enterprise architect specializing in knowledge management and collaboration technologies. As a senior architect for Mindsharp, Ben shares his knowledge in training courses that cover the next generation of Microsoft products. Ben is the author or co-author of three books for SharePoint products and technologies, including "Microsoft Office SharePoint Server 2007 Best Practices." Ben has more than 15 years of experience designing, managing, implementing and securing data center IT solutions.

MCM – Microsoft Certified Master

This certification enables senior-level IT professionals to demonstrate and validate their technical expertise on Microsoft Server products with exclusive, advanced training and certification available only direct from Microsoft.

MVP – Microsoft Most Valuable Professional

These exceptional community leaders come from a wide range of backgrounds… who actively share their high-quality, real-world technical expertise with the community and with Microsoft.

Randy Drisgill MVP

Randy has more than 10 years' experience developing, designing and implementing Internet-based software for clients ranging from small businesses to Fortune 500 companies. Randy co-wrote "Professional SharePoint 2007 Design," and has worked on several SharePoint articles and white papers. Randy blogs at blog.drisgill.com.

Phill Duffy

Phill works for Lightning Tools Ltd with Brett Lonsdale and Nick Swan (MVP) as a SharePoint Developer. He has worked with SharePoint for three years, and has been involved in the Development of Web Parts and Tools centered on and around the BDC and BCS. Phill is currently the lead developer working on BCS Meta Man. He has also talked at San Diego and London Best Practices Conferences on the BCS.

Shadeed Eleazer

Shadeed's background spans 13 years of supporting the unique demands of federal and state government sectors. He is a U.S. Navy veteran with extensive background in cloud services support and implementation, configuration management, enterprise social networking governance, and third-party apps and solutions integration into the SharePoint platform.

His recent projects include supporting an initiative to establish Tennessee as the first SharePoint 2010-compliant state in the U.S. and the first SharePoint 2010 deployment in production for the U.S. Army.

Shadeed currently provides content for SharePoint Careers, which delivers career resources for today's top-notch SharePoint professionals. He is the author of "SharePoint 2010 Business Roles" and "The SharePoint Community Guide to Understanding Google Plus." Shadeed is also the cofounder of the Baltimore SharePoint User Group, and is a Microsoft Certified Technical Specialist in MOSS 2007 and WSS 3.0 Configuration.

Bill English

Bill is an industry leader, author and educator specializing in SharePoint products and technologies. As Chief Executive Officer of EBA Companies (Mindsharp and The Best Practices Conference), Bill draws on his experience in business management to teach and consult about mapping SharePoint features to business processes and information organization needs.

As a former psychologist in Minnesota for nine years, English uses his knowledge of human behavior to help companies implement change through software platforms. Microsoft has acknowledged Bill's professional contributions to the SharePoint community by awarding him the Most Valuable Professional award for 10 consecutive years.

Since 2000, Bill has authored 14 books on Exchange and SharePoint products, including the "Administrator's Companion for SharePoint Server 2010." Bill lives in Minnesota with his wife and two children, where summer is the six best days of the year!

John Ferringer

John is a SharePoint IT Pro with more than seven years of experience administering and supporting SharePoint technologies, and has worked in the information technology consulting industry for more than 13 years. He has co-authored two books on SharePoint, and is a Microsoft Certified Technology Specialist (MCTS) and a Microsoft Certified IT Professional (MCITP) for several Microsoft server products and platforms, including SharePoint 2007 and 2010, System Center Operations Manager 2007, and Hyper-V Server. John has worked with Microsoft Online Services (MSO) and the Business Productivity Online Suite (BPOS) since its initial beta release, and is a Delta Force Ranger for Office 365.

Richard Harbridge

For the past seven years, Richard has worked extensively with SharePoint as an end user, developer, administrator, architect, business analyst and consultant. In this time, he has defined, architected, developed and implemented well over 100 SharePoint solutions, from small implementations of WSS on a single server to more than 80,000 user implementations in international organizations.

Richard is passionate about technology and business challenges, and enjoys teaching, sharing and helping others through involvement with the community.

Dave Healy

Dave is an innovative solution designer with a vision for technology in the enterprise. Twenty years' experience delivering Enterprise Information Management solutions has informed his approach to design and implementation as an opportunity to create change, foster innovation and drive results.

An early adopter of SharePoint technologies, Dave has been helping customers address complex business challenges with SharePoint and related partner technologies since 2001. Dave's experience on both the SharePoint Server and SQL Server product teams at Microsoft brings added depth to his solution designs.

A passionate and articulate speaker, Dave draws from this invaluable experience to bring his seminars and workshops to life with practical, real-world insight and guidance.

Scott Jamison MCM

Scott is a managing partner at Jornata, a premier Microsoft-focused consulting and training firm based in Boston. Scott has extensive experience implementing business solutions using SharePoint technologies, and is one of only a handful of Microsoft Certified Masters for SharePoint in the world. He is a recognized thought leader, teacher and published author with several books, including "Essential SharePoint 2007" and "Essential SharePoint 2010." You can find his blog at www.scottjamison.com.

Todd Klindt MVP

Todd is a popular speaker and consultant specializing in SharePoint technologies for IT administrators. He contributed to the book "Real World SharePoint 2007: Indispensable Experiences from 16 MOSS and WSS MVPs." Read his blog at toddklindt.com/blog.

Kennth Lo

Kenneth (PMP, MCSD, MCTS) is a seasoned SharePoint evangelist and entrepreneur with extensive management consulting experience. His expertise includes SharePoint, mobility, business process management and social media. Being a risk-averse person at heart, Kenneth spends his leisure time mountain biking, rock climbing, and scuba diving.

Brett Lonsdale

Brett is a specialist in the Business Data Catalog for SharePoint 2007 and Business Connectivity Services in SharePoint 2010. Brett authored the "Developers Guide to SharePoint 2007 Business Data Catalog" and is also the co-owner of Lightning Tools, a SharePoint Web parts and tools company. Brett spends most of his time product managing the products that Lightning Tools produce with his business partner Nick Swan while, also providing technical BDC and BCS support to Lightning Tools customers. Brett is also the co-host for The SharePoint Pod Show. You can find Brett at his blog at lightningtools.com/blog.

Jennifer Mason MVP

Jennifer has spent the past several years providing consulting services around SharePoint technologies, and is currently working with the team at SharePoint911. Her focus has been on strategy, planning, governance and best practices for implementing business solutions using SharePoint technologies. Jennifer is also a founding member of the Columbus, Ohio SharePoint Users Group.

Sean McDonough

Sean is an MCPD, MCTS, and the co-author of both the "SharePoint 2007 Disaster Recovery Guide" and the "SharePoint 2010 Disaster Recovery Guide." Sean has worked with a number of Fortune 500 companies to architect, implement, troubleshoot, tune, and customize their SharePoint environments. He works as a product manager for SharePoint products at Idera, a Microsoft gold certified partner and creator of tools for SharePoint, SQL Server, and PowerShell. He can be reached through his blog SharePointInterface.com.

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"Best SharePoint conference I have attended."
—Majid Syed, Project Collaboration Manager, Jacobs

Chris McNulty

Chris McNulty is a Strategic Product Manager at Quest Software, where his responsibilities include the strategic product direction for Quest's SharePoint solutions. Chris is a Microsoft Certified Technology Specialist (MCTS), Microsoft Certified Systems Engineer (MCSE), and a member of the MCC, Microsoft Solutions Advocate and MVTSP programs.

A frequent speaker at events around the US, Chris is the author of the "SharePoint 2010 Consultant's Handbook — Managed Metadata Service" and blogs at www.chrismcnulty.net/blog and at www.sharepointforall.com. Prior to Quest, Chris led the SharePoint consulting practice at KMA, a New England-based Microsoft Gold Partner.

He holds an MBA from Boston College in Investment Management and has over 20 years' experience in financial services technology with John Hancock/Manulife, State Street, GMO and Santander. He lives with his wife Hayley, and his children Devin, Nathaniel and Rachel in Milton, Massachusetts.

Dustin Miller

Just as comfortable training his dog as he is writing custom Web part, Dustin's style and demeanor make training fun and entertaining. He has been doing nothing but SharePoint since Office XP and SharePoint Team Services, and he loves to share those crazy and creative things that you never knew you could do with SharePoint. Dustin is the president and owner of SharePoint Experts Inc., a leading provider of SharePoint technologies and training.

Faculty Bios

Mark Miller

Mark is the founder and editor of EndUserSharePoint.com one of the world's most popular sites for SharePoint end users. He coordinates a group of a dozen contributing authors, managing the day-to-day aspects of editing and publishing content for the site. He also publishes a weekly newsletter and handles hundreds of questions weekly through the Stump the Panel: SharePoint Q&A Forum.

Michael Noel MVP

Michael is an internationally recognized technology expert, best-selling author and a well-known public speaker on a broad range of IT topics. He has written several major bestselling industry books that have been translated into more than a dozen languages. Significant titles include "Microsoft SharePoint 2007 Unleashed" and "Sams Teach Yourself SharePoint 2007 in 10 Minutes." Michael is a consultant with Convergent Consulting, located in the San Francisco Bay Area.

Ted Pattison

Ted is an author, instructor and co-founder of Critical Path Training, a company dedicated to education on SharePoint technologies. For the last six years, Ted has worked with Microsoft's Developer Platform Evangelism group and the SharePoint product team researching and authoring SharePoint training material for early adopters. Ted started working with SharePoint 2010 in August of 2008 and has since led a series of training classes, which he has already taught to hundreds of professional developers learning how to get started on building custom business solutions using the SharePoint 2010 platform.

Amanda Perran MVP

Amanda is a 10-year veteran of SharePoint, focusing on Information Architecture, Solution Design, Enterprise Content Management and Governance. She is a five-time recipient of the Microsoft Most Valuable Professional (MVP) Award for Microsoft SharePoint Server.

In addition to her volunteer work within the technical community, Amanda co-authored her third major book related to SharePoint: "Beginning SharePoint 2010: Building Business Solutions with SharePoint 2010," which focuses on using technology to support common business processes within organizations. Amanda is a regular speaker at industry events around the globe and has maintained a SharePoint-focused blog for the past eight years.

Steve Pietrek

Steve is the Raleigh/Durham Microsoft Practice Manager at Cardinal Solutions Group, a Microsoft Managed Partner, with offices in Cincinnati, Columbus, Charlotte and Raleigh. Steve is active in the SharePoint community through his blog, public speaking at user groups and conferences, MSDN, and Twitter. Steve's SharePoint and Silverlight blog can be found at: www.stevepietrek.com.

Mark Rackely

Mark has been developing software applications for over 15 years, filling the roles of Project Manager, Business Analyst, Lead Developer, and Software Architect. He has been involved in projects for such companies as Dell, Motorola, Intel and Agilent Technologies. He has worked in large corporate environments, small software start-ups, and as a consultant.

Mark currently works for Juniper Strategy, LLC as a Solutions Architect and SharePoint Practice Lead making key SharePoint architecture and development decisions, as well as bringing the appropriate SharePoint Best Practices to his clients and customers. Mark's goal as a speaker, blogger, and author is to help every new architect and developer avoid the frustrations and brick walls he ran into while learning SharePoint.

Eric Riz

Eric is the Executive Vice President of Concatenate, Inc., a software firm focused on maximizing SharePoint through product innovation and systems integration based in Toronto, Canada. He has worked with many Fortune 500 companies on their business productivity architecture and deployment plans to ensure they maximize the benefits of Microsoft technologies and successfully deploy their SharePoint-based solutions. Eric is a frequent contributor to the SPTech Report and cmswire.com. You can find his blog at www.ericriz.com.

Laura Rogers MVP

Laura is a Senior SharePoint Consultant at SharePoint911 and was recently recognized as a SharePoint MVP. She has six years of experience in SharePoint implementation, training, customization and administration, and has been a MCSE since 2000. Her focus is on making the most of SharePoint's out-of-the-box capabilities. She works extensively with SharePoint Designer workflows, InfoPath and Data View Web Parts. Laura's latest book on SharePoint 2010 is "Beginning SharePoint 2010: Building Business Solutions with SharePoint." Her blog is www.sharepoint911.com/blogs/laura.

John Ross MVP

John has more than eight years of experience implementing solutions for clients, ranging from small businesses to Fortune 500 companies, as well as government organizations. He has worked with all project phases, from analysis to implementation, and has been involved with a wide range of SharePoint solutions that include public-facing Internet sites, corporate intranets, and extranets. He is co-author of the book "MOSS Explained: An Information Worker's Deep Dive into Microsoft Office SharePoint Server 2007," and was a contributing author to "Professional SharePoint 2007 Design." You can visit John's blog at www.sharepoint911.com/blogs/john.

Nina Ruchirat

Nina, Microsoft Senior Content Project Manager, represents Microsoft technical content for SharePoint and related products, technologies, and solutions for IT professionals, developers, and information workers. She advocates for customers and partners that they will be able to find whatever information they need on SharePoint – whether it be troubleshooting, solution scenarios, architecture diagrams, learning videos, and more.

Nina has partnered with the Microsoft Product Management Group, MVPs, and other SharePoint subject-matter experts to help publish several online SharePoint readiness materials. Nina has been active in social media as well as in-person, staffing Microsoft SharePoint and TechEd North America conferences. She has contributed content that has been presented at SharePoint User Group meetings and has been a speaker and SharePoint content representative multiple times at the Microsoft internal TechReady conference for field employees.

Peter Serzo

Peter is a published author of the "SharePoint 2010 Administration Cookbook," a founder of the SouthEastern SharePoint group, speaker, and works for High Monkey Consulting as a SharePoint Architect. Peter has been in the IT industry for 20 years. He has extensive experience with SharePoint implementing business solutions for several enterprise organizations over the past seven years.

Using a varied background, including a degree in English, Peter brings a fresh perspective to each engagement. Each session he presents is told in story mode in order to engage and educate. This type of communications presents SharePoint technology in an understandable format.

Jeffrey Shuey

Jeff is a veteran in the Enterprise Content Management industry. Over the past 20 years, he has worked with customers and partners to design, develop and deploy solutions around the world. His work spans CRM, ERP and other LOB systems with a focus on the business aspects of utilizing enterprise content to drive both social and system alignment. Jeff is currently the Director of Business Development for the Kodak Document Imaging division. He has worked for Microsoft, FileNet, K2, Captaris, Open Text and Kofax. He speaks and blogs about ECM, SaaS and Cloud Computing, and how companies are putting these tools to work in their businesses.

Eric Shupps MVP

Eric is a SharePoint Server MVP, and the founder and president of BinaryWave, a global provider of SharePoint managed services. Eric has worked with SharePoint products and technologies since 2001 as a consultant, administrator, architect, developer and trainer. He is also a sponsor of the Dallas/Ft. Worth SharePoint Community group, participating member of the UK SharePoint User Group, and president of the International SharePoint Professionals Association.

Eric has authored numerous articles on SharePoint, speaks at user groups and conferences around the

Check the website for more classes and speakers!

world, and publishes a popular SharePoint blog at www.sharepointcowboy.com.

Heather Solomon

Heather is a Web designer with more than 10 years of experience designing and deploying online applications and sites. Specializing in SharePoint branding, layout and usability, she has extensive experience with SharePoint technologies and Web-content management. Heather is the director of Creative Services and senior trainer at SharePoint Experts, and delivers training, branding and consulting services to help corporations maximize SharePoint's potential. She authored and teaches the "SharePoint Branding Bootcamp." Considered by many to be THE industry expert in SharePoint branding, Heather shares her knowledge in a laid-back way, and knows how to make SharePoint look like anything but SharePoint!

Paul Swider

Paul is an Enterprise SharePoint Architect for OnClick Solutions. With over 15 years of software consulting experience, Paul has trained thousands of students, developers and architects. Paul's specialties include enterprise SharePoint deployment and development, .NET development, SQL Server, Business Intelligence, BizTalk Server 2006, and Windows Workflow Foundation.

Reagan Templin

Reagan, Microsoft technical writer, has over 11 years of experience with testing software and writing for IT Professionals. She joined the SharePoint Enterprise Solutions writing team just over a year ago and leads the IT Professional documentation for social computing. In addition, she contributes to content for ECM and SharePoint branding.

Her previous experience includes writing and designing for Internet Information Services (IIS), SQL Server Reporting Services, and leading the content team for SQL Server Master Data Services. Recently, she presented to the Puget Sound SharePoint Users Group about navigating SharePoint content and partnered with the content team to give feedback on and contribute to SharePoint documentation. You can find Reagan frequently on Twitter promoting interesting information about technology.

Craig Trulove

Based in Atlanta, Craig is Senior Infrastructure Consultant for Northridge, a Microsoft Gold Partner. He has been architecting, implementing, and administering enterprise-level SharePoint environments since SharePoint Portal Server 2003. He is a regular speaker at technology events on both SharePoint and PowerShell, an enthusiastic speaker, and is recognized as an evangelist of SharePoint automation with PowerShell. Craig's SharePoint and PowerShell blog can be found at ctrulove.blogspot.com.

Sadie Van Buren

Sadie is a Senior Software Engineer at BlueMetal Architects, based in Watertown, Mass. She designs SharePoint solutions and leads deployments, with a strong focus on strategy, usability, information architecture, and business process improvement. Sadie has a Bachelor's degree from Wesleyan University and a Certification in Project Management from Boston University, and is a Microsoft Certified Technology Specialist.

She is a member of the Boston Area SharePoint User Group, the Boston Knowledge Management Forum and the Boston chapter of SIKM (System Integrator Knowledge Managers). She is the creator of the SharePoint Maturity Model, and blogs about SharePoint and technology at amatterofdegree.typepad.com.

Derek Weeks

Derek joined OpenText in 2009, bringing more than 18 years of product management and marketing experience in the enterprise software market. As Senior Director of BPM Corporate and Product Marketing, Derek is responsible for the commercialization and marketing strategies of OpenText's BPM and Case Management Solutions. You may also know Derek as the author of the semi-annual "How are businesses using SharePoint?" survey.

Prior to joining OpenText, Derek held executive and senior management positions at Hewlett-Packard, StorageTek (now Sun Microsystems), Hyperformix (now CA), and Systar, successfully launching new enterprise software solutions to market for portfolios ranging from $12 million to over $1.5 billion.

Christina Wheeler

Based in Philadelphia, PA, Christina is a SharePoint Trainer for Mindsharp and founder of CM Portal Solutions, LLC. She is a highly respected SharePoint consultant who is extremely active in the SharePoint community. With over 10 years of experience in the industry, Christina has knowledge in graphic design, Web development and custom development with her work primarily targeted toward educational and financial institutions.

As a trainer, Christina brings her real-world experience to the classroom. Christina was the Tech Editor of "SharePoint 2007 Developer's Guide to Business Data Catalog," and continues to edit books for various publishers and authors. She enjoys contributing articles to technical websites and often speaks at SharePoint community events and conferences.

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Rob Windsor MVP

Rob is a developer, trainer, writer and Senior Consultant with ObjectSharp Consultin—a Microsoft Gold Partner based in Toronto, Canada. He has over 15 years' experience developing rich-client and Web applications with Delphi, VB, C# and VB.NET, and is currently spending a majority of his time working with SharePoint. Rob is a member of the INETA Speakers Bureau and is a regular speaker at conferences, code camps, and user groups across North America and Europe.

He also regularly contributes articles and videos to MSDN, TechNet, and the Pluralsight On-Demand library, and is the co-author of "Professional Visual Basic 2010 and .NET." Rob is President of the Toronto Visual Basic User Group and has been recognized as a Microsoft Most Valuable Professional for his involvement in the developer community.

Shane Young MVP

Shane is president and principal consultant at SharePoint911, with more than 13 years of experience architecting and administering large-scale server farms using Microsoft enterprise technologies. He has been recognized by Microsoft as an authority on SharePoint and is among an elite group of SharePoint MVPs. Shane has written three SharePoint 2007 books and maintains the popular SharePoint Farmer's Almanac at msmvps.com/blogs/shane.

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